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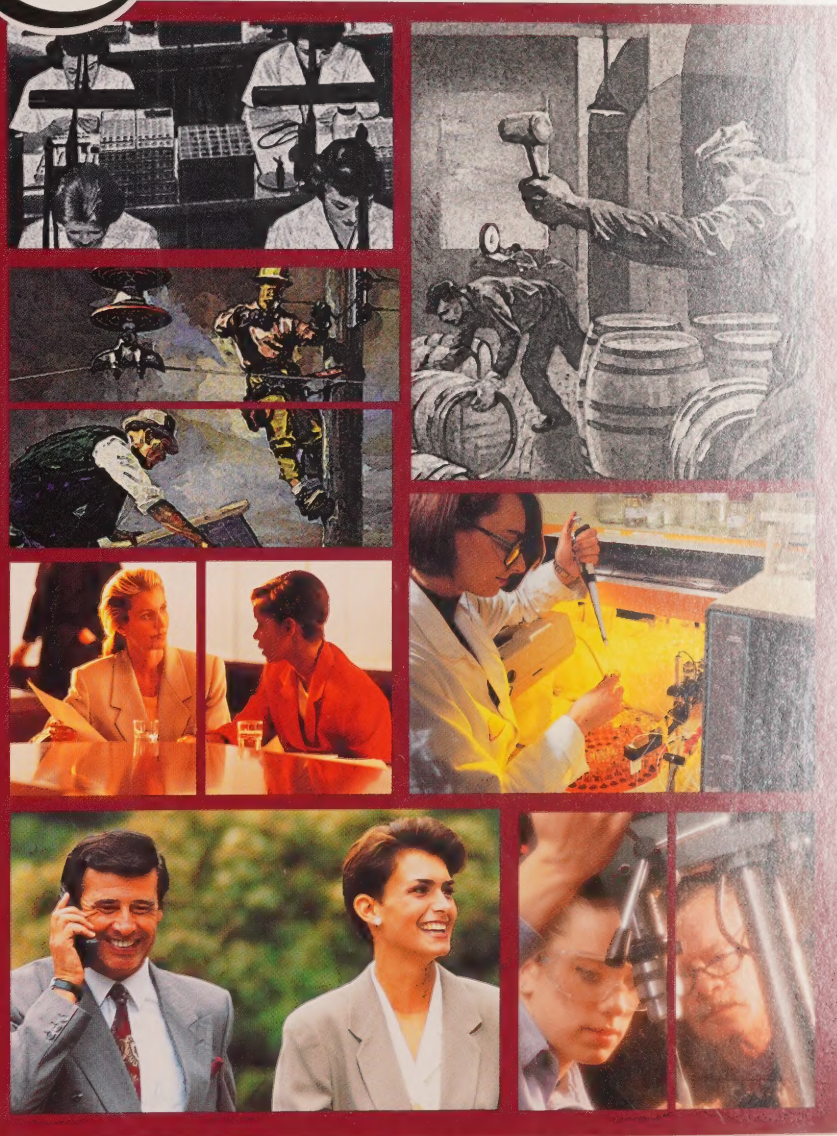


An Industrial Relations
Quarterly

**Spring
2002**

Vol. 5, No. 1

- Productivity—
Training, Retraining
and Educational
Leave Provisions
- Contracting-Out
Provisions—
A Moving Target
- Hard Times for
Trade Unions—
Nadir or New Era?



Workplace gazette

An Industrial Relations
Quarterly

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165 Hôtel de Ville
Place du Portage, Phase II
Hull, Quebec K1A 0J2

1-800-567-6866 or (819) 997-3117

Internet: <http://labour.hrdc-drhc.gc.ca/>
E-Mail: wid-imt@hrdc-drhc.gc.ca



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the Social Science Employees Association and the Public Service
Alliance of Canada.*

AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, collective agreement provisions, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

This issue includes the annual and fourth quarter data for 2001 on wage adjustments in major collective agreements, both current and historical by public and private sectors, by region, by jurisdiction and by major industry. Also included, is a listing of major settlements reached in the fourth quarter of 2001; an overview of selected provisions featured in current collective agreements, as well as information on work stoppages for the third and fourth quarters of 2001.

Innovative practices in the workplace resulting from collective bargaining are summarized. A comprehensive review of training, retraining and educational leave provisions is presented by M. Gervais. Contracting-out provisions at various points in time are analyzed by P. Jalette and P. Warrian. Also, this issue includes a commentary by Roy Adams on the future of trade unions.

Case studies include a partnership project involving a regional railway and grain system and its various unions and an initiative on conflict resolution involving the Saskatoon District Health and its various unions.

Recent changes in Canadian Labour Laws focus on adopted bills, regulations and other statutory instruments. Yesterday and Today focusses on the history of public pension plans in Canada.

The departmental library is featuring a selected annotated bibliography on violence at work.

AT A GLANCE

Workplace Information

Information sur les milieux de travail

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MAJOR WAGE SETTLEMENTS*—ANNUAL AND FOURTH QUARTER 2001

Overview

Major collective bargaining settlements reached in the year 2001 provided base-rate wage adjustments averaging 3.2 per cent annually over the contract-term, an increase from the 2.5 per cent average for the year 2000.

The results for the year 2001 are based on a review of 397 agreements covering 954,490 employees.

The average wage adjustment in the year 2001 was above the average in contracts they replaced. When the parties to the year 2001 settlements last negotiated, the resulting wage adjustments averaged only 1.9 per cent, compared to the 3.2 per cent adjustment in their year 2001 contracts.

Chart A
Major Wage Settlements
Average Annual Percentage Adjustment in Base Rates

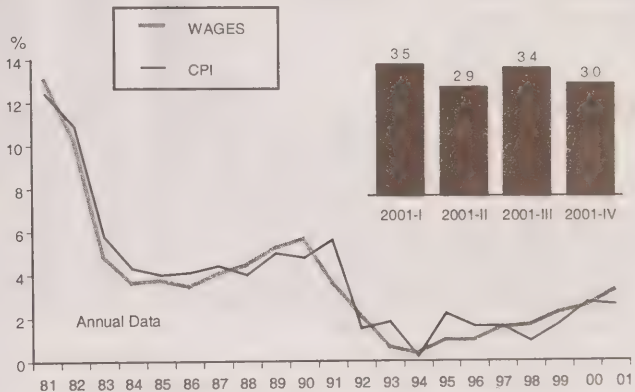
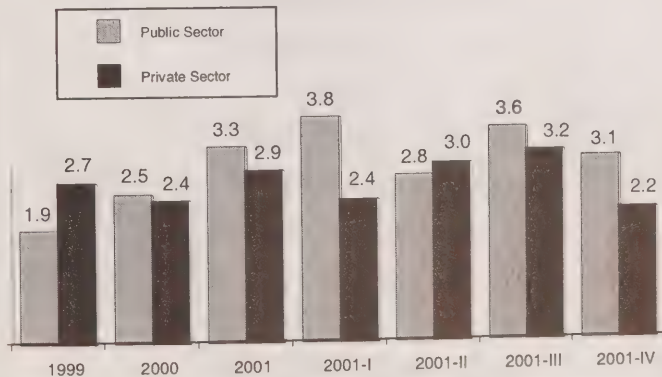


Chart B
Major Wage Settlements by Public/Private Sectors
Average Annual Percentage Adjustment in Base Rates



Wage increases have risen moderately but steadily since the record low of 0.3 per cent in 1994. However, the 3.2 per cent gain in year 2001 remains well below the most recent annual peak of 5.6 per cent in 1990.

Public and Private Sectors

From 1991 to 1999, wage adjustments in the private sector have been above those in the public sector. This changed in the year 2000 when public-sector wage increases averaged 2.5 per cent, slightly above those in the private sector at 2.4 per cent. In 2001, public sector increases (3.3 per cent) remained above those in the private sector (2.9 per cent).

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Wage Adjustments by Region/Jurisdiction

On a regional/jurisdictional basis, the largest increases were in Alberta (averaging 5.1 per cent). The smallest wage adjustments were in Manitoba (averaging 2.3 per cent). In other 2001 settlements, wage increases in the Atlantic Provinces averaged 3.9 per cent; Ontario wage settlements averaged 2.9 per cent and the three Prairie Provinces as a group averaged increases of 4.2 per cent.

Wage Adjustments by Industry

On an industry basis, the largest concentration of employees was in **education, health and social services**; 164 agreements provided 399,870 employees (41.9 per cent of all employees covered) with wage adjustments averaging **3.4 per cent**. The largest average increase was in the **entertainment and hospitality** sector with only 4 agreements providing 6,350 employees with wage increases of **4.0 per cent**. The second largest concentration of employees (19.1 per cent of employees) was in **construction**; 55 agreements provided 182,010 employees with wage increases averaging **3.2 per cent**. All remaining industry sectors had adjustments below the national average. In both **public administration**, and the **information and culture** sectors, wage increases averaged **3.1 per cent**. In **transportation**, wage increases averaged **2.7 per cent**; in **primary industries**, **2.6 per cent**; in **manufacturing**, **2.5 per cent**; in **utilities**, **2.4 per cent**; in **finance**, **2.2 per cent** and in **trade**, **1.6 per cent**.

Chart C

Major Wage Settlements by Region/Jurisdiction Average Annual Percentage Adjustment in Base Rates

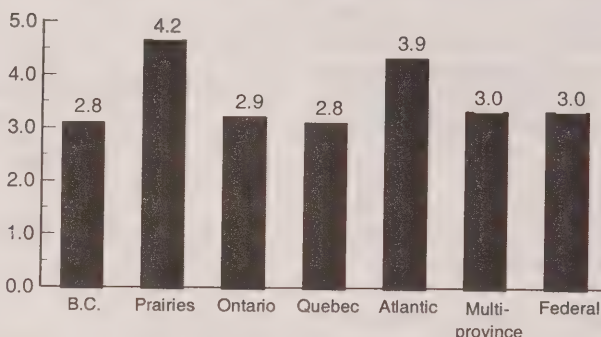
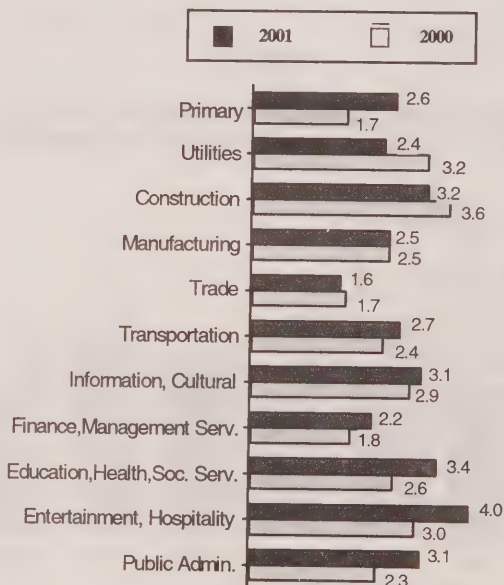


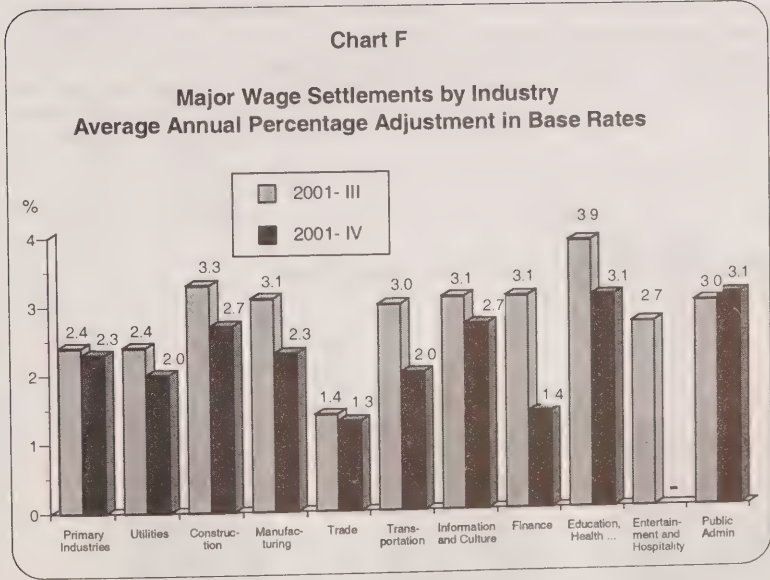
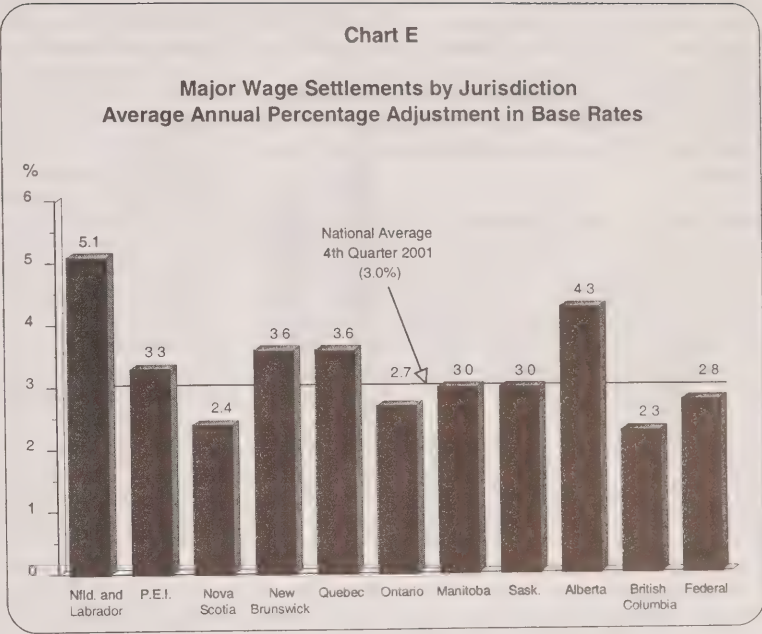
Chart D

Major Wage Settlements by Industry Average Annual Percentage Adjustment in Base Rates



Fourth Quarter—2001

- The collective agreements reached during the fourth quarter of 2001 provided base-rate adjustments averaging 3.0 per cent
- The fourth quarter results are based on a review of 71 agreements covering 230,710 employees
- Public sector wage adjustments averaged 3.1 per cent in the fourth quarter, compared to 3.6 per cent in the third quarter
- Private sector wage adjustments averaged 2.2 per cent in the fourth quarter, significantly lower than the 3.2 per cent recorded in the third quarter



- On a regional basis, average wage adjustments were highest in Newfoundland and Labrador at 5.1 per cent and lowest in British Columbia at 2.3 per cent
- On an industry basis, the largest average wage adjustment was in the education, health and social services, and the public administration sectors, both at 3.1 per cent, while the smallest was in the wholesale and retail trade sector at 1.3 per cent

Wage Data for the Year 2001 for Small, Medium and Large Size Bargaining Units

Small bargaining units were introduced in the year 2000 in response to client consultations requesting such information and to reflect the distribution of smaller workplaces in the Canadian industrial composition. The small bargaining units represent a sample by industrial sector across Canada, while the large and medium bargaining units represent all bargaining units across Canada.

Among the 543 collective bargaining settlements reached in the year 2001, 146 settlements were in small bargaining units, 300 were in medium bargaining units, and 97 were in large bargaining units. During this period, the majority of employees and agreements were in the 2.0 to 2.9 per cent wage adjustment range while the overall base-rate wage adjustment averaged 3.1 per cent, up from 2.5 per cent reported in the year 2000.

Small bargaining units reported an average wage increase of 2.6 per cent, slightly lower than the 2.7 per cent reported in the year 2000. Close to half of the employees (47.4 per cent) and 43.8 per cent of agreements were in the 2.0 to 2.9 per cent range. Another 28.3 per cent of employees and 25.3 per cent of agreements were in the 3.0 to 3.9 per cent range. Public sector settlements provided an increase of 2.7 per cent compared to the private sector figure of 2.6 per cent. On a regional/jurisdictional basis, average increases ranged from a high of 3.7 per cent in the Atlantic Provinces to a low of 2.2 per cent in British Columbia. On an industry basis, the utilities sector, represented by a single agreement, had the largest average increase (3.8 per cent) while the wholesale and retail trade sector reported the smallest increase at 1.7 per cent.

Medium bargaining units reported an average wage increase of 2.9 per cent, higher than the 2.7 per cent reported in the year 2000. This increase is lower than the overall average of 3.1 per cent for all bargaining units. There were 36.2 per cent of employees and 39.0 per cent of agreements in the 2.0 to 2.9 per cent range. More than a quarter of employees and agreements (31.5 and 29.3 per cent respectively) received wage adjustments in the 3.0 to 3.9 per cent range. Public sector settlements resulted in an average increase of 3.1 per cent, which is higher than the private sector increase of 2.7 per cent. On a regional/jurisdictional basis, the highest increase at 4.0 per cent was recorded in multiprovince agreements and the lowest at 1.8 per cent in British Columbia. On an industry basis, the construction sector reported the highest increase at 3.4 per cent compared to the wholesale and retail trade sector at 1.6 per cent.

Large bargaining units reported an average wage increase of 3.3 per cent, much higher than the figure reported for the year 2000 (2.4 per cent), and higher than the figure reported for small and medium sized bargaining units. Less than 10 per cent of both employees and agreements received wage adjustments under 2.0 per cent compared to 20 per cent in small bargaining units. The public sector average increase at 3.3 per cent was slightly higher than the private sector increase at 3.1 per cent. On a regional/jurisdictional basis, the highest increase was reported in the Prairie Provinces with an average increase of 4.7 per cent while Quebec reported the lowest increase at 2.7 per cent. On an industry basis, the entertainment and hospitality sector, with a single agreement covering 4,400 employees, recorded the highest increase at 4.6 per cent, compared to the lowest increase in the manufacturing sector at 1.8 per cent.

Chart G

Average Wage Adjustment by Size of Bargaining Units

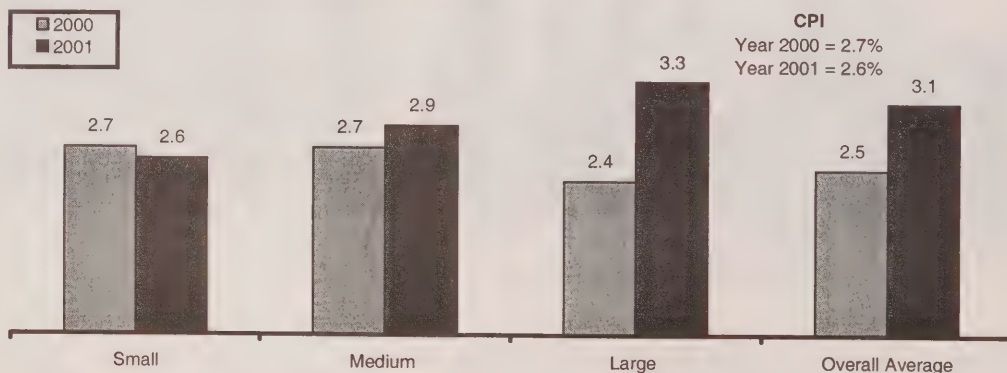


Chart H

**Wage Adjustment Distribution
by Size of Bargaining Unit and by Percentage of Employees**

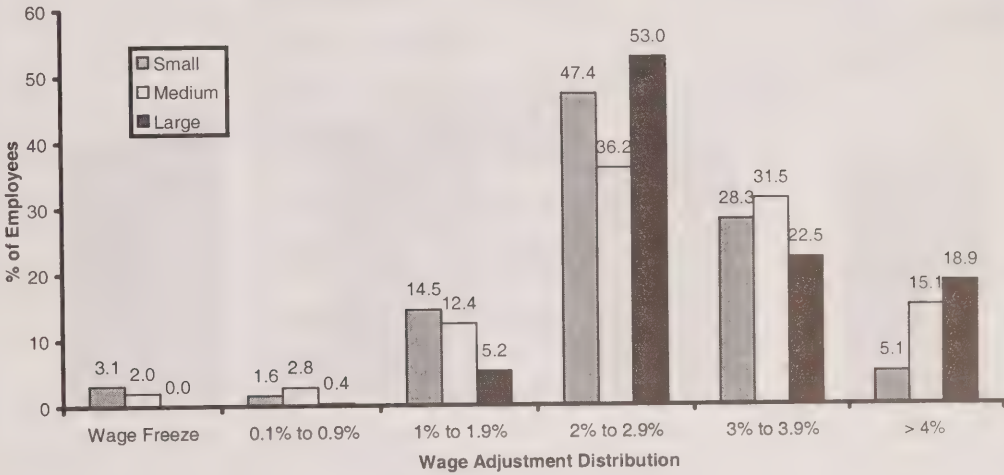


Chart I

**Wage Adjustment Distribution
by Size of Bargaining Unit and by Percentage of Agreements**

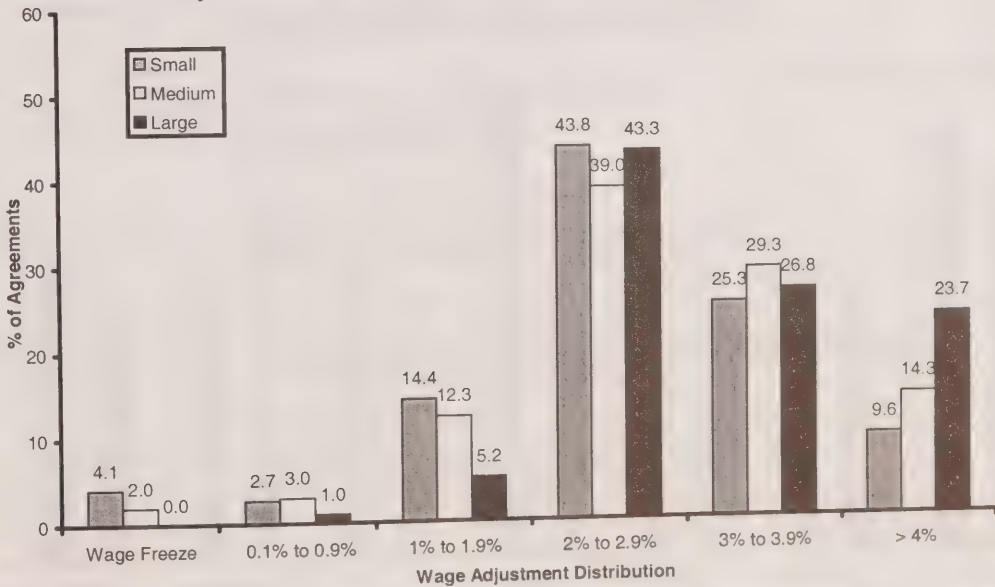


Chart J

Annual Average Percentage Adjustment by Size of Bargaining Units,
by Public and Private Sectors

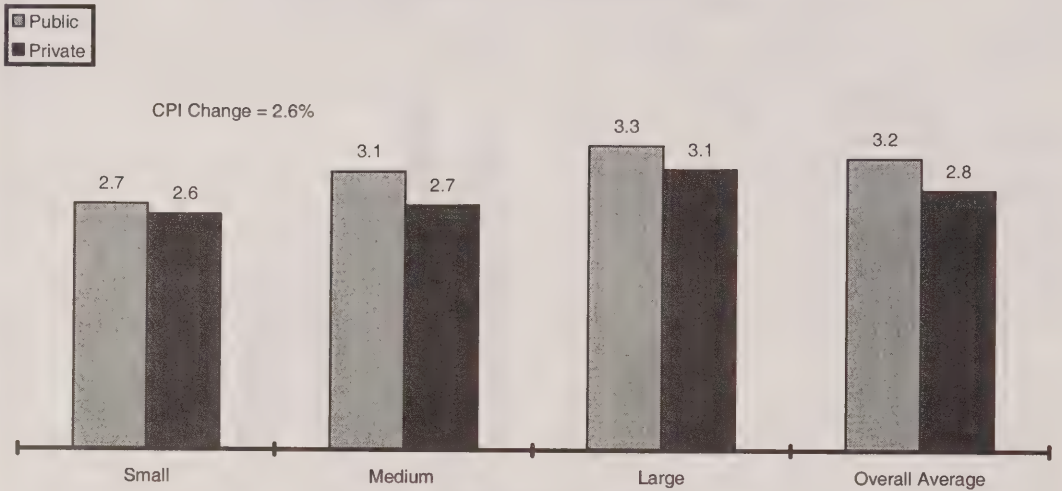


Chart K

Annual Average Percentage Adjustment by Size of Bargaining Units,
by Region/Jurisdiction

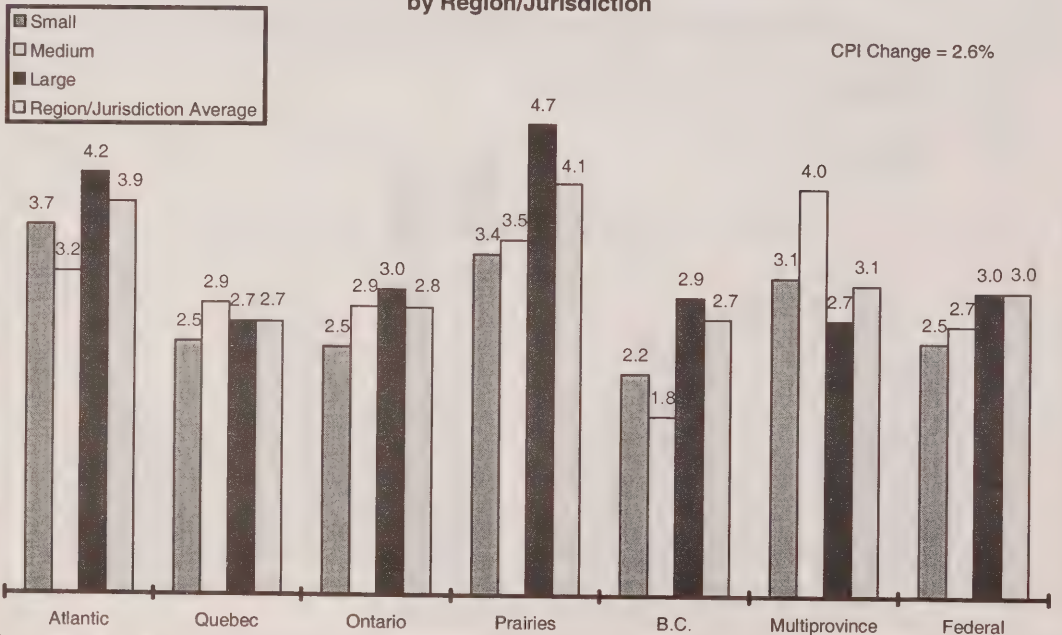
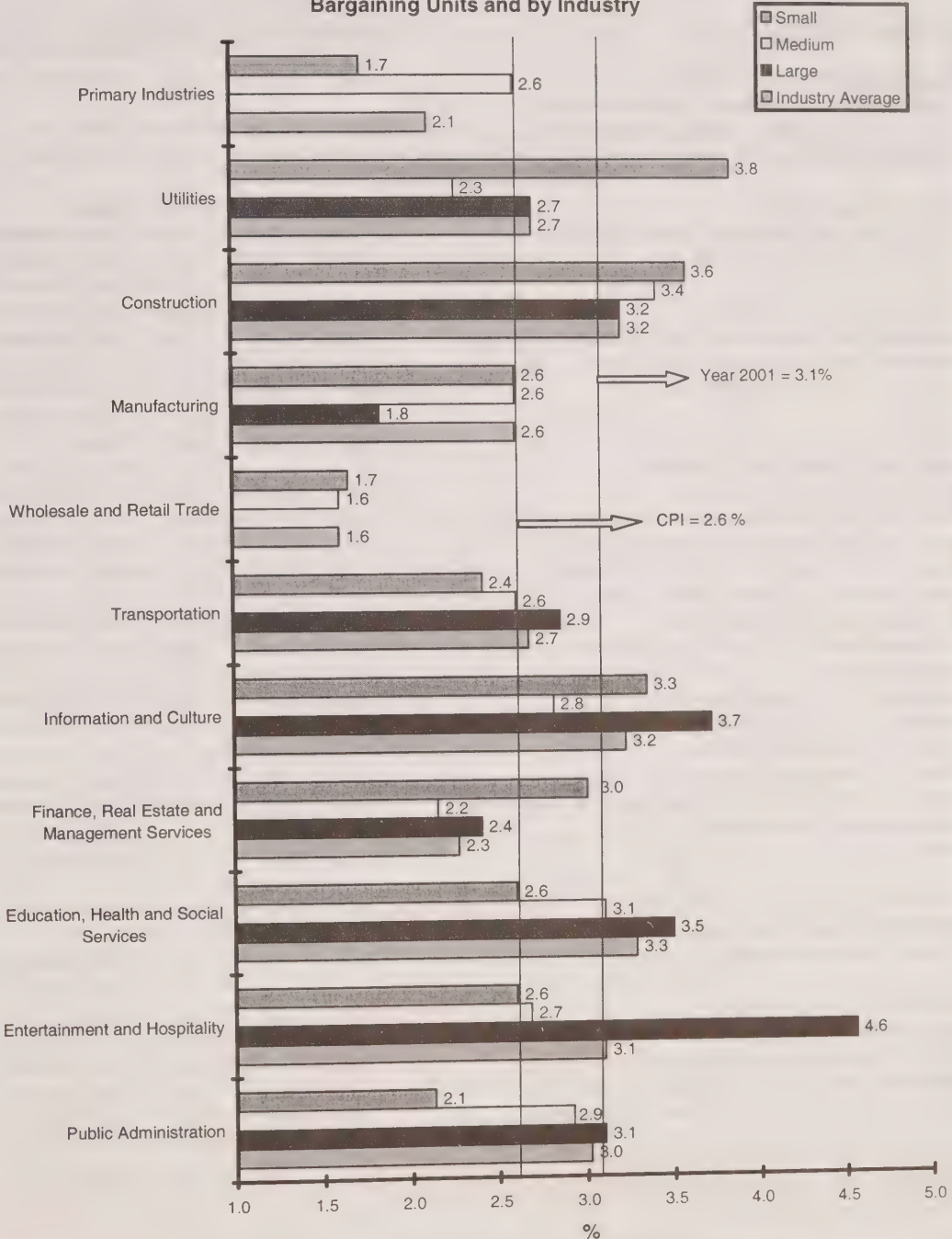


Chart L

Annual Average percentage Adjustment by Size of Bargaining Units and by Industry



MAJOR SETTLEMENTS REACHED IN THE FOURTH QUARTER 2001

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Primary Industries (2 agreements)	1,230	2.3	3.8	36.0	
General Presidents' Maintenance Committee for Canada, service and maintenance employees, Mildred Lake, Alta.	570	1.6	5.0	36	2004-12-31
IMC Esterhazy Canada Limited Partnership, mine employees, Esterhazy, Sask.	660	2.8	2.7	36	2004-01-31
Utilities (2 agreements)	1,650	2.0	1.2	30.9	
B.C. Gas Utility Ltd., utility workers, province-wide, B.C.	650	2.0	0.0	60	2006/03/31
Hydro One Inc., scientific and other professionals, province-wide, Ont.	1,000	2.0	2.0	12	2002/12/31
Construction (2 agreements)	2,050	2.7	3.0	38.9	
Construction Management Bureau Limited, electricians, Mainland, N.S.	850	2.4*	3.1	60	2006/04/30
Mechanical Contractors Association of N.B. Inc., plumbers and pipefitters, province-wide, N.B.	1,200	3.0	3.0	24	2003/06/30
Manufacturing (11 agreements)	12,280	2.3	-0.5	39.0	
Abitibi-Consolidated Inc. (Division Port-Alfred), production employees, La Baie, Que.	590	2.0	2.0	48	2005/04/30
Algoma Steel Inc., administrative services employees, Sault Ste. Marie, Ont.	630	1.2*	-8.3	32	2004/07/31
Algoma Steel Inc., production employees, Sault Ste. Marie, Ont.	3,150	1.6*	-8.1	32	2004/07/31
Boeing Toronto Ltd., plant and maintenance employees, Mississauga, Ont.	570	4.6*	4.7	36	2004/10/27
Christie Brown and Co. (Division of Nabisco Ltd.), production employees, Montréal, Que.	510	2.5	2.0	48	2005/04/30
Lear Corporation, plant and maintenance employees, Kitchener, Ont.	750	3.1*	3.3	36	2004/12/31
Magna Seating Systems Inc., Integram Windsor Seating, plant and maintenance employees, Windsor, Ont.	730	3.9	6.6	39	2004/11/04
Noranda Inc., CEZinc, production employees, Valleyfield, Que.	540	3.9*	2.4	36	2004/10/31
Pratt & Whitney Canada Inc., plant and maintenance employees, Longueuil, Que.	2,630	2.1*	2.7	36	2005/02/28
Teck Cominco Metals Ltd., plant and maintenance employees, Trail, B.C.	1,330	1.5	1.0	48	2005/05/31
Textron Automotive Company, plant and maintenance employees, Port Hope, Ont.	850	3.0	3.0	60	2006/12/31
Wholesale and Retail Trade (1 agreement)	1,040	1.3	0.0	36.0	
Okanagan Federated Shippers Labour Relations Association, plant and maintenance employees, Kelowna, B.C.	1,040	1.3	0.0	36	2004/08/31
Transportation (4 agreements)	3,740	2.0	1.0	33.2	
Air Canada Regional Inc., aircraft maintenance, system-wide	870	1.2	0.0	24	2003/09/30
Air Canada Regional Inc., pilots, system-wide	1,500	1.7	0.0	36	2004/12/31
Council of Marine Carriers, licensed personnel, Coast, B.C.	700	2.5	2.0	36	2003/09/30
Via Rail Canada Inc., shopcraft employees, system-wide	670	3.5	3.6	36	2003/12/31
Information and Culture (3 agreements)	4,300	2.7	2.6	32.1	
Canadian Broadcasting Corporation, technical employees, Canada-wide (excl. Que. and N.B.)	1,670	2.3	2.0	24	2003/06/30

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Information and Culture (continued)					
MTS Communications Inc., managers, province-wide, Man.	1,100	3.0	3.0	36	2004/02/18
MTS Communications Inc., MTS, MTS Advanced Inc., telephone operators, province-wide, Man.	1,530	2.8	3.0	38	2004/12/19
Finance, Real Estate and Management Services (1 agreement)					
Rentokil Initial Canada Limited, security guards, province-wide, Ont.	1,400	1.4	0.6	36.0	
	1,400	1.4	0.6	36	2004/06/30
Education, Health and Social Services (25 agreements)					
Carleton University, professors, Ottawa, Ont.	700	2.6	2.7	24	2003/04/30
Conseil des écoles catholiques de langue française du Centre-Est, elementary teachers, Ottawa, Ont.	750	2.5	3.5	36	2004/08/31
Dufferin-Peel Catholic District School Board, plant and maintenance employees, Mississauga, Ont.	600	3.0	3.0	24	2003/09/30
Extendicare (Canada) Inc., health service-non-professionals, Regina, Sask.	580	3.0	3.0	36	2004/03/31
Government of Alberta, health and social care professionals, province-wide, Alta.	500	4.5	5.0	24	2003/08/31
Government of Alberta, health service-non-professionals, province-wide, Alta.	1,100	4.5	5.0	24	2003/08/31
Government of New Brunswick, elementary and secondary teachers, province-wide, N.B.	7,600	3.7	4.3	42	2004/02/29
Government of Newfoundland and Labrador, health and social care professionals, province-wide, Nfld.	700	5.1	5.0	36	2004/06/30
Governors of the University of Calgary, support employees, Calgary, Alta.	2,600	4.0	4.0	12	2002/03/31
Northern Alberta Institute of Technology, administrative services employees, Edmonton, Alta.	530	4.7	5.0	36	2004/07/17
Ontario Hospital Association, non-medical employees, province-wide, Ont.	9,000	2.8	2.5	36	2004/10/10
Ontario Hospital Association, non-medical employees, province-wide, Ont.	19,000	2.8	2.5	36	2004/09/28
Peel District School Board, occasional teachers, Mississauga, Ont.	950	2.7	0.0	26	2002/08/31
Post-Secondary Employers' Association, post-secondary, non-university teachers, province-wide, B.C.	6,500	2.6	2.0	36	2004/03/31
Regional Municipality of Niagara, non-medical employees, Niagara Region, Ont.	720	2.5	0.0	36	2003/12/31
Saskatchewan Association of Health Organizations, non-medical employees, province-wide, Sask.	12,000	3.0	3.0	36	2004/03/31
Saskatchewan Association of Health Organizations, service and maintenance employees, province-wide, Sask.	9,850	3.0	3.0	36	2004/03/31
Southern Alberta Institute of Technology, office and clerical employees, Calgary, Alta.	680	4.5	5.0	24	2003/06/30
Université du Québec à Chicoutimi, instructors/tutors/lecturers, Chicoutimi, Que.	700	7.7	14.3	31	2002/12/31
Université Laval, professors, Québec, Que.	1,160	2.6	1.5	42	2003/05/31
University of Manitoba, instructors/tutors/lecturers, Winnipeg, Man.	700	2.4	0.0	48	2004/08/31
University of Manitoba, professors, Winnipeg, Man.	1,100	3.4	3.0	36	2004/03/31
University of New Brunswick, professors, Fredericton, N.B.	580	3.5	3.5	48	2005/06/30
University of Sherbrooke, instructors/tutors/lecturers, Sherbrooke, Que.	1,720	5.5	5.5	12	2001/12/31
University of Western Ontario, office and clerical employees, London, Ont.	1,000	1.7	1.7	36	2004/06/30

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Public Administration (20 agreements)	121,700	3.1	3.4	34.3	
Capital Regional District, office and clerical employees, Victoria, B.C.	900	2.1*	2.0	48	2004/12/31
City of Calgary, firefighters, Calgary, Alta.	980	3.7	3.5	24	2001/12/31
City of Regina, outside employees, Regina, Sask.	1,200	3.0	3.0	36	2003/12/31
Government of Alberta, administrative and program services, province-wide, Alta.	2,410	4.5	5.0	24	2003/08/31
Government of Alberta, administrative and support employees, province-wide, Alta.	6,700	4.5	5.0	24	2003/08/31
Government of Alberta, correctional officers, province-wide, Alta.	1,800	4.5	5.0	24	2003/08/31
Government of Alberta, general tradesmen, province-wide, Alta.	600	4.5	5.0	24	2003/08/31
Government of Alberta, natural resource conservation employees, province-wide, Alta.	1,300	4.5	5.0	24	2003/08/31
Government of Alberta, social workers, province-wide, Alta.	2,550	4.5	5.0	24	2003/08/31
Government of Alberta, technical employees, province-wide, Alta.	1,400	4.5	5.0	24	2003/08/31
Government of Canada, administrative and program services, Canada-wide	66,890	2.8	3.2	36	2003/06/20
Government of Canada, commerce officers, Canada-wide	4,690	2.8	3.2	36	2003/06/21
Government of Canada, firefighters, Canada-wide	11,420	2.8	3.2	36	2003/08/04
Government of Canada, librarians, Canada-wide	1,010	2.8	3.2	36	2003/06/30
Government of Canada, nurses, Canada-wide	1,940	2.8	3.2	36	2003/09/30
Government of Canada, scientific and other professionals, Canada-wide	2,670	2.8	3.2	36	2003/09/30
Government of Canada, ship maintenance, Coast, B.C.	560	2.8	3.2	36	2003/09/30
Government of Canada, ship maintenance, Halifax, N.S.	620	2.8	3.2	36	2003/12/31
Government of Canada, technical employees, Canada-wide	9,760	2.8	3.2	36	2003/06/21
Government of Prince Edward Island, inside and outside employees, province-wide, P.E.I.	2,300	3.3	3.3	36	2004/03/31
Agreements with COLA (8 agreements)	10,020	2.2*	-1.3	37.6	
Agreements without COLA (63 agreements)	220,690	3.0	3.2	34.6	
All Agreements (71 agreements)	230,710	3.0	3.0	34.8	

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Source: Workplace Information Directorate

A list of settlements of small bargaining units (less than 500 employees) is available on the Workplace Information Directorate Web site:

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>

The Collective Bargaining Bulletin, a monthly publication, contains a list of formal and up-to-date summaries of the major settlements shown above.

Copies of these settlement summaries, available in English and French, can now be obtained by visiting NEGOTECH at <<http://206.191.16.138/gol/>>. These summaries are also available from the Workplace Information Directorate at 1-800-567-6866 or Client Services at (819) 997-3117 or E-Mail: wid-imt@hrdc-drhc.gc.ca or Web Site: <http://labour-travail.hrdc-drhc.gc.ca>

Negotech

A searchable labour relations database developed and maintained by the Workplace Information Directorate, Human Resources Development Canada, providing timely information on the key aspects of collective bargaining in Canada through:

- settlement reports containing the highlights of important benefit changes including wage adjustments in recently signed collective agreements;
- access to full collective agreement contract language; and
- customized data searches.

**For further information, contact the
Workplace Information Directorate at:**

**1-800-567-6866 or (819) 997-3117
Web Site: <http://hrdc.gc.ca/labour/nego>**

Table 1
Major Wage Settlements, by Public and Private Sectors,
by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)	(000's)	(%)		(Months)	(000's)	(%)		(Months)	(000's)	(%)	
Year												
1981	290	18.9	577.6	13.1	210	27.3	323.4	12.6	500	21.9	901.0	13.0
1982	319	14.6	865.1	10.4	189	25.2	282.2	9.5	508	17.2	1,147.3	10.2
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	276	17.0	635.2	3.9	283	26.1	521.0	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	321	25.3	709.2	3.6	232	26.0	412.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	294	30.0	736.0	5.2	159	28.6	265.8	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	301	21.7	975.9	2.0	195	32.2	330.9	2.6	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	-0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	215	31.5	629.6	0.6	186	35.9	278.4	1.4	401	32.8	908.0	0.9
1996	212	31.7	564.3	0.5	166	34.7	246.1	1.7	378	32.6	810.4	0.9
1997	220	30.3	370.3	1.1	159	38.1	321.9	1.8	379	33.9	692.2	1.5
1998	221	31.1	646.3	1.6	182	34.4	274.2	1.9	403	32.1	920.5	1.7
1999	219	35.0	510.6	1.9	158	38.4	314.3	2.7	377	36.3	824.9	2.2
2000	301	33.6	917.7	2.5	102	42.6	162.7	2.4	403	35.0	1,080.4	2.5
2001 *	250	31.4	677.6	3.3	147	35.9	276.9	2.9	397	32.7	954.5	3.2
* Year to Date												
Quarter												
1998 I	45	36.4	97.0	2.1	23	33.6	38.3	2.3	68	35.6	135.3	2.1
II	56	32.0	157.5	1.7	71	27.9	111.1	1.7	127	30.3	268.6	1.7
III	52	33.2	186.5	1.2	54	40.9	85.9	1.8	106	35.6	272.4	1.4
IV	68	25.9	205.3	1.7	34	39.9	38.9	2.2	102	28.1	244.2	1.8
1999 I	79	32.5	192.9	1.3	30	38.1	55.7	2.2	109	33.7	248.6	1.5
II	72	37.4	208.5	2.4	54	40.6	64.0	2.5	126	38.1	272.4	2.4
III	33	36.9	50.0	2.3	42	37.3	127.1	2.4	75	37.2	177.1	2.4
IV	35	33.4	59.3	2.1	32	38.3	67.5	3.8	67	36.0	126.7	3.0
2000 I	122	39.9	497.4	2.3	30	30.5	39.2	3.0	152	39.2	536.6	2.4
II	57	21.3	208.6	2.5	29	41.1	34.3	2.5	86	24.1	242.9	2.5
III	44	33.5	79.6	2.6	20	52.2	58.8	1.9	64	41.4	138.4	2.3
IV	78	29.3	132.0	3.0	23	41.0	30.5	2.2	101	31.5	162.5	2.9
2001 I	59	29.7	144.3	3.8	20	35.9	34.1	2.4	79	30.8	178.4	3.5
II	88	29.9	200.4	2.8	67	35.8	109.7	3.0	155	32.0	310.1	2.9
III	56	31.0	127.2	3.6	36	35.5	108.2	3.2	92	33.1	235.3	3.4
IV	47	34.4	205.8	3.1	24	38.0	24.9	2.2	71	34.8	230.7	3.0

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment

Table 2
Effective Wage Adjustment in Base Rates, by Region/Jurisdiction,
by Year and Quarter

	1999	2000	2001	2001			
	(%)	(%)	(%)	1	2	3	4
				(%)	(%)	(%)	(%)
All Sectors							
CANADA	2.2	2.5	3.2	3.5	2.9	3.4	3.0
<i>Atlantic</i>	2.0	2.6	3.9	3.7	3.8	4.2	3.6
Newfoundland and Labrador	1.6	3.6	5.0	-	5.0	5.0	5.1
Prince Edward Island	2.7	2.2	3.1	2.5	-	3.1	3.3
Nova Scotia	2.1	2.2	3.6	2.0	2.4	4.5	2.4
New Brunswick	2.4	2.8	3.5	4.0	2.0	3.3	3.6
Quebec	1.6	2.4	2.8	4.4	2.3	2.7	3.6
Ontario	2.2	2.5	2.9	3.1	3.0	3.0	2.7
<i>Prairies</i>	3.0	3.8	4.2	5.2	4.0	4.1	3.6
Manitoba	2.5	2.6	2.3	1.8	2.4	2.5	3.0
Saskatchewan	2.0	3.5	2.9	3.0	3.0	2.8	3.0
Alberta	4.0	4.5	5.1	5.8	4.6	5.1	4.3
British Columbia	0.8	1.6	2.8	2.7	2.1	4.1	2.3
Territories	1.9	2.9	3.1	3.2	3.0	-	-
Multiprovince	2.8	2.4	3.0	-	3.0	3.1	-
Total Federal	2.8	2.2	3.0	3.3	3.2	3.6	2.8
Public Sector							
CANADA	1.9	2.5	3.3	3.8	2.8	3.6	3.1
<i>Atlantic</i>	1.8	2.9	4.0	3.9	3.8	4.2	3.7
Newfoundland and Labrador	1.3	5.3	5.0	-	5.0	5.0	5.1
Prince Edward Island	2.9	2.2	3.1	2.5	-	3.1	3.3
Nova Scotia	2.3	2.2	3.8	-	2.0	4.5	-
New Brunswick	3.1	3.5	3.5	4.0	2.0	3.3	3.7
Quebec	1.7	2.3	2.7	4.7	2.1	2.0	5.0
Ontario	1.5	2.6	3.1	3.4	3.1	2.9	2.8
<i>Prairies</i>	2.9	3.8	4.1	5.4	3.2	3.0	3.7
Manitoba	2.5	2.5	2.4	2.2	2.1	2.2	3.0
Saskatchewan	2.2	3.6	2.9	3.0	3.0	2.8	3.0
Alberta	3.8	4.5	4.9	5.9	3.5	3.6	4.4
British Columbia	0.7	1.3	2.8	2.7	2.1	4.2	2.5
Territories	1.9	2.9	3.1	3.2	3.0	-	-
Multiprovince	-	-	-	-	-	-	-
Total Federal	2.8	2.2	3.1	3.9	3.3	4.3	2.8
Private Sector							
CANADA	2.7	2.4	2.9	2.4	3.0	3.2	2.2
<i>Atlantic</i>	2.2	1.8	2.8	2.0	3.1	-	2.7
Newfoundland and Labrador	2.4	2.4	-	-	-	-	-
Prince Edward Island	2.3	-	-	-	-	-	-
Nova Scotia	1.9	1.7	2.8	2.0	3.1	-	2.4
New Brunswick	2.3	1.4	3.0	-	-	-	3.0
Quebec	1.6	3.0	2.8	2.6	2.5	2.9	2.4
Ontario	3.6	2.3	2.7	2.3	2.8	3.0	2.2
<i>Prairies</i>	3.8	3.9	4.8	1.9	4.5	6.0	2.5
Manitoba	3.1	3.3	2.2	0.6	2.6	2.7	-
Saskatchewan	0.8	2.0	2.9	-	-	-	2.9
Alberta	5.0	5.0	5.5	2.7	5.3	6.3	1.6
British Columbia	1.3	2.0	1.7	-	1.4	2.3	1.5
Territories	-	-	-	-	-	-	-
Multiprovince	2.8	2.4	3.0	-	3.0	3.1	-
Total Federal	2.8	2.2	2.6	2.7	2.8	2.9	2.3

Table 3
Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter

	1999		2000		2001	
	Number of	Number of	Number of	Number of	Number of	Number of
	Agreements	Employees	Agreements	Employees	Agreements	Employees
		(000's)		(000's)		(000's)
All Sectors						
CANADA	377	824.9	403	1,080.4	397	954.5
<i>Atlantic</i>	22	20.0	19	28.5	30	60.0
Newfoundland and Labrador	8	9.7	4	5.0	7	16.1
Prince Edward Island	3	2.2	2	1.3	5	6.5
Nova Scotia	6	3.9	4	11.7	12	16.7
New Brunswick	5	4.3	9	10.4	6	20.6
Quebec	38	113.1	95	345.4	37	107.3
Ontario	176	320.1	149	286.4	167	288.6
<i>Prairies</i>	68	141.4	61	109.4	75	147.2
Manitoba	18	38.7	20	29.7	16	12.8
Saskatchewan	14	41.1	4	14.3	14	41.9
Alberta	36	61.6	37	65.4	45	92.5
British Columbia	25	71.9	38	67.7	33	165.6
Territories	2	4.6	3	5.6	2	2.0
Multiprovince	3	2.2	3	2.8	7	13.0
Total Federal	43	151.6	35	234.7	46	170.9
Public Sector						
CANADA	219	510.6	301	917.7	250	677.6
<i>Atlantic</i>	10	10.7	10	20.6	25	55.3
Newfoundland and Labrador	4	6.6	3	2.0	7	16.1
Prince Edward Island	2	1.5	2	1.3	5	6.5
Nova Scotia	3	2.1	2	10.6	8	13.3
New Brunswick	1	0.6	3	6.7	5	19.4
Quebec	12	25.8	76	322.0	18	25.8
Ontario	117	216.0	104	212.1	102	176.2
<i>Prairies</i>	48	119.3	57	106.2	54	117.6
Manitoba	13	34.2	19	28.6	9	7.2
Saskatchewan	10	36.7	3	13.8	12	40.6
Alberta	25	48.5	35	63.9	33	69.8
British Columbia	13	57.6	29	41.6	24	157.6
Territories	2	4.6	3	5.6	2	2.0
Multiprovince	-	-	-	-	-	-
Total Federal	17	76.5	22	209.5	25	143.2
Private Sector						
CANADA	158	314.3	102	162.7	147	276.9
<i>Atlantic</i>	12	9.3	9	7.8	5	4.7
Newfoundland and Labrador	4	3.1	1	3.0	-	-
Prince Edward Island	1	0.7	-	-	-	-
Nova Scotia	3	1.8	2	1.1	4	3.5
New Brunswick	4	3.7	6	3.7	1	1.2
Quebec	26	87.3	19	23.3	19	81.5
Ontario	59	104.1	45	74.3	65	112.4
<i>Prairies</i>	20	22.1	4	3.2	21	29.7
Manitoba	5	4.6	1	1.1	7	5.7
Saskatchewan	4	4.4	1	0.6	2	1.2
Alberta	11	13.1	2	1.5	12	22.8
British Columbia	12	14.3	9	26.0	9	7.9
Territories	-	-	-	-	-	-
Multiprovince	3	2.2	3	2.8	7	13.0
Total Federal	26	75.1	13	25.2	21	27.8

Table 3 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter

	2001							
	1		2		3		4	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	79	178.4	155	310.1	92	235.3	71	230.7
<i>Atlantic</i>	3	6.8	11	19.5	10	20.5	6	13.2
Newfoundland and Labrador	-	-	4	10.5	2	4.9	1	0.7
Prince Edward Island	1	0.5	-	-	3	3.7	1	2.3
Nova Scotia	1	0.5	6	6.0	4	9.4	1	0.9
New Brunswick	1	5.8	1	3.0	1	2.5	3	9.4
Quebec	3	3.3	15	18.3	12	77.9	7	7.9
Ontario	35	64.9	81	140.5	35	41.4	16	41.8
<i>Prairies</i>	18	40.2	19	21.0	17	36.2	21	49.8
Manitoba	4	3.7	6	5.0	4	2.3	2	1.8
Saskatchewan	3	2.9	1	0.7	5	13.9	5	24.3
Alberta	11	33.6	12	15.3	8	20.0	14	23.7
British Columbia	8	40.2	11	68.7	9	46.3	5	10.4
Territories	1	0.7	1	1.3	-	-	-	-
Multiprovince	-	-	5	7.9	2	5.1	-	-
Total Federal	11	22.4	12	32.9	7	8.0	16	107.6
Public Sector								
CANADA	59	144.3	88	200.4	56	127.2	47	205.8
<i>Atlantic</i>	2	6.3	9	17.4	10	20.5	4	11.2
Newfoundland and Labrador	-	-	4	10.5	2	4.9	1	0.7
Prince Edward Island	1	0.5	-	-	3	3.7	1	2.3
Nova Scotia	-	-	4	3.9	4	9.4	-	-
New Brunswick	1	5.8	1	3.0	1	2.5	2	8.2
Quebec	2	2.8	7	8.3	6	11.1	3	3.6
Ontario	26	45.1	47	74.1	20	23.3	9	33.7
<i>Prairies</i>	16	37.5	9	8.2	11	23.8	18	48.0
Manitoba	3	2.7	2	1.5	2	1.2	2	1.8
Saskatchewan	3	2.9	1	0.7	5	13.9	3	23.1
Alberta	10	31.9	6	6.0	4	8.7	13	23.2
British Columbia	8	40.2	8	65.9	6	44.1	2	7.4
Territories	1	0.7	1	1.3	-	-	-	-
Multiprovince	-	-	-	-	-	-	-	-
Total Federal	4	11.8	7	25.1	3	4.4	11	101.9
Private Sector								
CANADA	20	34.1	67	109.7	36	108.2	24	24.9
<i>Atlantic</i>	1	0.5	2	2.1	-	-	2	2.1
Newfoundland and Labrador	-	-	-	-	-	-	-	-
Prince Edward Island	-	-	-	-	-	-	-	-
Nova Scotia	1	0.5	2	2.1	-	-	1	0.9
New Brunswick	-	-	-	-	-	-	1	1.2
Quebec	1	0.5	8	9.9	6	66.8	4	4.3
Ontario	9	19.8	34	66.4	15	18.2	7	8.1
<i>Prairies</i>	2	2.7	10	12.8	6	12.4	3	1.8
Manitoba	1	1.0	4	3.6	2	1.1	-	-
Saskatchewan	-	-	-	-	-	-	2	1.2
Alberta	1	1.7	6	9.3	4	11.3	1	0.6
British Columbia	-	-	3	2.8	3	2.1	3	3.0
Territories	-	-	-	-	-	-	-	-
Multiprovince	-	-	5	7.9	2	5.1	-	-
Total Federal	7	10.6	5	7.8	4	3.6	5	5.7

Table 4

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by Year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)		(000's)	(%)	(Months)		(000's)	(%)	(Months)		(000's)	(%)
Primary Industries												
1999	4	47.8	2.9	1.8	4	45.2	3.8	2.6	8	46.3	6.7	2.2
2000	1	40.0	0.5	2.0	3	36.0	4.9	1.6	4	36.4	5.4	1.7
2001	4	40.9	3.3	3.1	2	45.5	3.1	2.0	6	43.1	6.4	2.6
2001 I	-	-	-	-	1	42.0	1.3	2.2	1	42.0	1.3	2.2
II	1	36.0	1.4	4.2	1	48.0	1.8	1.8	2	42.7	3.2	2.9
III	1	60.0	0.7	2.4	-	-	-	-	1	60.0	0.7	2.4
IV	2	36.0	1.2	2.3	-	-	-	-	2	36.0	1.2	2.3
Utilities												
1999	14	50.8	30.1	1.8	2	24.0	1.6	2.4	16	49.5	31.7	1.8
2000	14	25.6	25.1	3.2	-	-	-	-	14	25.6	25.1	3.2
2001	9	26.6	11.5	2.5	2	24.0	1.4	2.3	11	26.4	13.0	2.4
2001 I	2	18.6	4.9	3.0	2	24.0	1.4	2.3	4	19.8	6.3	2.8
II	3	34.2	3.7	2.0	-	-	-	-	3	34.2	3.7	2.0
III	2	29.9	1.3	2.4	-	-	-	-	2	29.9	1.3	2.4
IV	2	30.9	1.7	2.0	-	-	-	-	2	30.9	1.7	2.0
Construction												
1999	21	36.1	97.8	2.0	-	-	-	-	21	36.1	97.8	2.0
2000	7	25.2	8.9	3.6	1	48.0	0.5	2.7	8	26.4	9.4	3.6
2001	54	34.6	181.2	3.2	1	60.0	0.9	2.4	55	34.7	182.0	3.2
2001 I	1	36.0	13.0	2.5	-	-	-	-	1	36.0	13.0	2.5
II	32	34.7	71.6	3.2	-	-	-	-	32	34.7	71.6	3.2
III	20	34.4	95.4	3.3	-	-	-	-	20	34.4	95.4	3.3
IV	1	24.0	1.2	3.0	1	60.0	0.9	2.4	2	38.9	2.1	2.7
Manufacturing												
1999	43	52.6	30.8	1.8	31	35.5	72.8	4.3	74	40.5	103.6	3.6
2000	35	35.0	46.9	2.1	17	35.8	21.7	3.4	52	35.2	68.5	2.5
2001	20	44.3	17.3	2.2	25	36.0	23.9	2.7	45	39.5	41.2	2.5
2001 I	5	39.4	5.0	1.7	3	30.1	2.0	2.3	8	36.7	7.0	1.9
II	7	43.4	6.3	2.4	13	36.6	10.6	2.9	20	39.1	16.9	2.7
III	3	50.2	2.0	2.0	3	43.2	3.0	3.8	6	46.0	5.0	3.1
IV	5	48.9	4.0	2.4	6	34.2	8.3	2.2	11	39.0	12.3	2.3
Wholesale and Retail Trade												
1999	9	31.0	10.7	1.6	1	36.0	5.2	0.6	10	32.7	15.9	1.3
2000	12	53.8	33.0	1.9	2	71.4	10.6	1.0	14	58.1	43.6	1.7
2001	5	35.9	4.2	1.6	-	-	-	-	5	35.9	4.2	1.6
2001 I	1	36.0	0.7	0.9	-	-	-	-	1	36.0	0.7	0.9
II	2	30.9	1.8	2.0	-	-	-	-	2	30.9	1.8	2.0
III	1	48.0	0.7	1.4	-	-	-	-	1	48.0	0.7	1.4
IV	1	36.0	1.0	1.3	-	-	-	-	1	36.0	1.0	1.3
Transportation												
1999	19	37.9	47.2	2.9	4	43.0	12.8	2.3	23	39.0	60.0	2.8
2000	14	39.0	41.1	2.7	5	34.3	53.6	2.1	19	36.3	94.7	2.4
2001	23	34.0	31.4	2.8	3	46.8	4.9	2.6	26	35.8	36.3	2.7
2001 I	7	36.3	10.5	2.7	1	36.0	1.1	2.1	8	36.2	11.7	2.7
II	6	29.3	9.9	2.9	2	50.1	3.8	2.7	8	35.0	13.6	2.9
III	6	37.6	7.3	3.0	-	-	-	-	6	37.6	7.3	3.0
IV	4	33.2	3.7	2.0	-	-	-	-	4	33.2	3.7	2.0

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment

Table 4 (continued)

**Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA,
by Year and Quarter**

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)		(000's)	(%)	(Months)		(000's)	(%)	(Months)		(000's)	(%)
Information and Culture												
1999	14	32.5	34.8	2.5	4	56.7	11.2	2.4	18	38.4	46.0	2.5
2000	8	39.4	10.3	2.9	-	-	-	-	8	39.4	10.3	2.9
2001	6	34.5	8.9	3.2	1	60.0	1.1	2.8	7	37.3	10.1	3.2
2001 I	1	36.0	3.5	3.7	-	-	-	-	1	36.0	3.5	3.7
II	2	39.1	1.2	3.1	-	-	-	-	2	39.1	1.2	3.1
III	-	-	-	-	1	60.0	1.1	2.8	1	60.0	1.1	2.8
IV	3	32.1	4.3	2.9	-	-	-	-	3	32.1	4.3	2.9
Finance, Real Estate and Management Services												
1999	4	34.5	2.9	2.8	-	-	-	-	4	34.5	2.9	2.8
2000	7	35.4	12.0	1.7	1	36.0	1.1	2.8	8	35.4	13.1	1.8
2001	12	37.1	14.6	2.2	-	-	-	-	12	37.1	14.6	2.2
2001 I	2	24.0	1.3	2.9	-	-	-	-	2	24.0	1.3	2.9
II	6	40.1	9.2	2.0	-	-	-	-	6	40.1	9.2	2.0
III	3	33.8	2.8	3.1	-	-	-	-	3	33.8	2.8	3.1
IV	1	36.0	1.4	1.4	-	-	-	-	1	36.0	1.4	1.4
Education, Health and Social Services												
1999	140	36.4	301.9	1.8	-	-	-	-	140	36.4	301.9	1.8
2000	200	38.2	503.1	2.6	1	36.0	0.9	4.7	201	38.2	504.0	2.6
2001	162	28.0	300.2	3.5	5	36.8	101.3	3.0	167	30.2	401.5	3.4
2001 I	44	26.6	85.4	4.3	1	60.0	3.5	2.1	45	28.0	88.9	4.2
II	60	23.0	87.8	3.2	2	36.0	61.0	2.1	62	28.3	148.8	2.8
III	31	28.1	44.6	3.3	2	36.0	36.8	4.5	33	31.7	81.4	3.9
IV	27	34.6	82.4	3.1	-	-	-	-	27	34.6	82.4	3.1
Entertainment and Hospitality												
1999	14	33.6	13.3	2.6	-	-	-	-	14	33.6	13.3	2.6
2000	6	46.2	7.7	3.0	-	-	-	-	6	46.2	7.7	3.0
2001	4	36.0	6.4	4.0	-	-	-	-	4	36.0	6.4	4.0
2001 I	1	36.0	0.6	3.0	-	-	-	-	1	36.0	0.6	3.0
II	2	36.0	5.0	4.3	-	-	-	-	2	36.0	5.0	4.3
III	1	36.0	0.8	2.7	-	-	-	-	1	36.0	0.8	2.7
IV	-	-	-	-	-	-	-	-	-	-	-	-
Public Administration												
1999	47	28.6	143.2	2.2	2	36.0	1.8	2.1	49	28.6	145.0	2.2
2000	69	25.9	293.2	2.3	1	36.0	5.3	2.4	70	26.1	298.5	2.3
2001	56	32.5	204.0	3.1	6	36.0	36.5	2.9	62	33.1	240.6	3.1
2001 I	5	27.9	11.3	3.6	2	35.7	32.9	3.0	7	33.7	44.2	3.1
II	14	32.8	33.2	3.0	2	36.0	2.1	2.4	16	33.0	35.3	3.0
III	18	28.4	38.7	3.0	1	36.0	0.7	2.3	19	28.5	39.4	3.0
IV	19	34.2	120.8	3.1	1	48.0	0.9	2.1	20	34.3	121.7	3.1

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment

Table 5
Effective Adjustment in Base Rates, Number of Agreements and Employees Covered,
by Year and Quarter

	1999	2000	2001	2001			
				1	2	3	4
All Industries							
Wage Adjustment (%)	2.2	2.5	3.2	3.5	2.9	3.4	3.0
Number of Agreements	377	403	397	79	155	92	71
Number of Employees (000's)	824.9	1,080.4	954.5	178.4	310.1	235.3	230.7
Private Sector							
Wage Adjustment (%)	2.7	2.4	2.9	2.4	3.0	3.2	2.2
Number of Agreements	158	102	147	20	67	36	24
Number of Employees (000's)	314.3	162.7	276.9	34.1	109.7	108.2	24.9
Public Sector							
Wage Adjustment (%)	1.9	2.5	3.3	3.8	2.8	3.6	3.1
Number of Agreements	219	301	250	59	88	56	47
Number of Employees (000's)	510.6	917.7	677.6	144.3	200.4	127.2	205.8
Federal Administration							
Wage Adjustment (%)	2.9	2.1	3.0	4.0	3.4	4.4	2.8
Number of Agreements	10	18	17	2	5	1	9
Number of Employees (000's)	53.2	154.8	131.4	7.6	21.3	2.9	99.6
Federal Crown Corporations							
Wage Adjustment (%)	2.4	2.2	3.2	-	3.2	4.0	2.6
Number of Agreements	6	3	7	-	3	2	2
Number of Employees (000's)	19.8	46.6	9.2	-	5.4	1.4	2.3
Provincial Administration							
Wage Adjustment (%)	1.6	2.6	3.3	2.9	3.0	3.4	4.4
Number of Agreements	21	37	26	4	9	5	8
Number of Employees (000's)	73.9	114.4	88.1	36.8	15.0	17.2	19.1
Local Administration							
Wage Adjustment (%)	2.3	2.5	2.6	2.7	2.5	2.5	3.0
Number of Agreements	34	33	28	4	6	15	3
Number of Employees (000's)	44.2	69.2	38.3	5.0	6.2	24.1	3.1
Education, Health and Welfare							
Wage Adjustment (%)	1.8	2.6	3.4	4.3	2.8	3.9	3.1
Number of Agreements	138	198	162	43	63	32	24
Number of Employees (000's)	296.2	501.6	395.4	84.5	149.3	80.8	80.7
Public Utilities							
Wage Adjustment (%)	2.1	3.4	2.9	3.2	2.4	3.0	2.0
Number of Agreements	10	12	10	6	2	1	1
Number of Employees (000's)	23.3	31.0	15.3	10.5	3.1	0.6	1.0

Table 6

Selected Economic Indicators,
by Year and Quarter

	1999	2000	2001	2001			
				1	2	3	4
Wage Settlements (%)	2.2	2.5	3.2	3.5	2.9	3.4	3.0
Public Sector (%)	1.9	2.5	3.3	3.8	2.8	3.6	3.1
Private Sector (%)	2.7	2.4	2.9	2.4	3.0	3.2	2.2
Agreements in Force	1.9	2.3	2.7	2.6	2.7	2.8	2.8
Public Sector (%)	1.7	2.2	2.8	2.6	2.9	2.9	2.9
Private Sector (%)	2.2	2.4	2.6	2.6	2.4	2.6	2.6
Consumer Price Index Per Cent Change ¹	1.7	2.7	2.6	2.8	3.6	2.7	1.1
GDP ² at Factor Cost ³ Per Cent Change ¹	4.8	4.5	1.0	1.9	1.9	-0.1	0.3
Labour Productivity Growth (%)	2.2	1.8	0.4	0.8	0.6	-0.2	0.4
Unit Labour Cost (%)	0.8	2.3	2.7	3.2	1.0	2.8	2.3
Unemployment Rate ³	7.6	6.8	7.2	7.0	7.0	7.2	7.7
Employment (000's) ³	14,531	14,910	15,077	15,062	15,083	15,074	15,094
Per Cent Change ¹	2.8	2.6	1.1	1.6	1.4	1.0	0.4
Average Weekly Earnings ³	\$ 638.67	\$ 653.50	\$ 664.81	\$ 660.78	\$ 660.79	\$ 667.40	\$ 670.26
Per Cent Change ¹	1.0	2.3	1.7	2.0	1.4	1.7	1.7
Average Hourly Earnings	\$ 16.07	\$ 16.52	\$ 16.74	\$ 16.51	\$ 16.68	\$ 16.98	\$ 17.05
Per Cent Change ¹	1.6	2.8	1.3	-0.1	0.7	3.5	3.3

¹ Per cent change from the same period of the previous year² GDP - Gross domestic product at factor cost (1992) prices³ Seasonally adjusted data

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated **cost-of-living allowance (COLA)** payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration.

In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an **inflation projection of 2.0 per cent** has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion*.

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public

funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the federal government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and territorial governments

- (a) provincial and territorial government administration;
- (b) health, education and social services agencies or institutions:
 - (i) public hospitals,
 - (ii) provincial residential care facilities,
 - (iii) universities,
 - (iv) colleges, vocational and trade institutions,
 - (v) social services business enterprise,
 - (vi) provincial elementary and secondary schools.

(3) Local Government Administration

- (a) local government organizations such as: municipalities, boards, commissions;
- (b) school boards;
- (c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

- (a) a government holds more than 50 per cent of its voting equity, directly;
- (b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

- (a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
 - (i) the holding is the largest block of voting equity; and
 - (ii) the holding exceeds 33.3 per cent of the voting equity; and
 - (iii) the block is larger than the combined percentage of the next two largest blocks;

- (b) the commercial enterprise declares that it is effectively controlled by a government;

- (c) there exists a method or variety of methods (e.g., significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

SELECTED PROVISIONS IN CURRENT COLLECTIVE AGREEMENTS

Marlene Préseault
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Introduction

The following article provides an overview of selected provisions found in current collective agreements available from the Workplace Information Directorate. These examples are derived from collective agreements which comprise the new stratified sample and are presented according to size of bargaining unit: small bargaining units (100 to 499 employees), medium-sized bargaining units (500 to 1,999 employees) and large bargaining units (2,000 employees or more). Featured are examples of provisions now contained in the recently revised collective agreement analysis, and more specifically, those provisions dealing with expedited arbitration, pre-arbitral mediation, continuous bargaining, interest-based bargaining, enabling and parity clauses, joint committees, and employee participation outside of committees.

Grievance Procedure

1. Expedited Arbitration

This provision was found in all industries excluding the construction industry, although it was more widely seen in the education, health and social services sector, and particularly within the large bargaining units in this sector. The manufacturing sector provided the second highest incidence, however most examples were covered in the small bargaining units.

In the agreement between Crown Packaging Ltd. and the Communications, Energy and Paperworkers' Union of Canada, Local 433, an example states that the company and the union agree that it is desirable to resolve disputes as quickly, fairly, and economically as possible. Recognizing this, the parties have developed an **expedited arbitration procedure** which may be used as an alternative to the regular arbitration procedure. Both parties must be in agreement before the expedited arbitration procedure is used. A majority of grievances can go to expedited arbitration except for cases of

discharges and policy grievances. Grievances going to expedited arbitration are scheduled to be heard within 30-calendar days unless otherwise agreed between the parties.

2. Pre-arbitral Mediation

Although a few examples of this provision were found in a number of industry sectors, it is once again the education, health and social services sector that provided the highest incidence. As well, a larger number of examples was found in large bargaining units.

In the agreement between J.S. McMillan Fisheries Ltd. and the United Food and Commercial Workers International Union, Local 2000, there is an example of **pre-arbitral mediation**, which provides that prior to rendering a decision, the arbitrator may assist the parties in mediating a resolution to the grievance.

Bargaining Method or Approach

1. Continuous Bargaining

The continuous bargaining approach, albeit somewhat limited in the number of examples, was distributed throughout various industry sectors with a higher concentration in the education, health and social services sector.

In the collective agreement between the Government of Saskatchewan and the Saskatchewan Government and General Employees' Union, is contained a provision on **continuous bargaining**. The parties are committed to establishing a positive working relationship by solving problems throughout the term of the collective agreement by including a reassurance provision on continuous bargaining and addressing and revisiting issues.

2. Interest-Based Bargaining

Interest-based bargaining appeared minimally in the education, health and social services, manufacturing, and public administration sectors.

The collective agreement between the Saskatchewan Association of Health Organizations and the Service Employees International Union includes a provision on **interest-based bargaining** whereby it is the desire of both parties to maintain and improve harmonious relations. The Employer and the Union recognize the mutual value of a joint process in the negotiation of all matters pertaining to working conditions, employment, hours of work and rates of pay and to provide for collaboration between the parties in order to secure optimum health care services to the general public.

Application of the Agreement

1. Enabling Clause

Enabling clauses were most prevalent in the construction industry and evenly distributed amongst the small, medium and large bargaining units. Moreover, the utilities, wholesale and retail trade, entertainment and hospitality and public administration sectors provided a few examples.

An **enabling clause** is provided in the collective agreement between the Boilermaker Contractors' Association and the International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers. Where articles of this collective agreement are found to work a hardship for a particular project or specific geographical area, the terms and conditions of this agreement for that project or specific geographical area, may be modified by the mutual consent of the Association and the Union when they deem it prudent. It is understood and agreed that where mutual agreement for such change cannot be achieved, the request shall not be subject to either grievance or arbitration.

2. Parity Clause

A few examples of this provision were found in medium-sized bargaining units within the education, health and social services sector.

In the collective agreement between the Central Regional Health Board and National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada), Local 4606, a **parity clause** exists where, if union member occupations are determined to be equivalent to positions at the Queen Elizabeth II Health Science Centre and a pay disparity is evident, the annual rate of pay shall be matched incrementally over the term of the collective agreement. A five-step process is established jointly between the Union and the Employer to verify these positions.

Joint Committees

Joint committees pertaining to labour relations were commonly found in all industries but appeared most frequently in the manufacturing industry as well as in the education, health and social services sector. The manufacturing industry had a higher incidence of this provision in the small bargaining units whereas the education, health and social services sector had a higher incidence in the large bargaining units.

In the collective agreement between the Saskatchewan Association of Health Organizations and the Service Employees International Union, it states that, at either parties' request, a joint committee shall be established to deal with such matters of mutual concern as may arise from time to time in the operation of the Employer. It is recognized that the purpose of the committee is to promote **joint problem solving**. The committee shall be composed of representatives of the Employer and the Union and the committee may utilize the **assistance of mediation/conciliation services**.

Employee Participation Outside of Committees

1. Representation on the Board of Directors

A single example of this provision was found in a medium-sized bargaining unit within the manufacturing sector.

The collective agreement between Skeena Cellulose Inc. and the Pulp, Paper and Woodworkers of Canada, Local 4, stipulates that in consideration for accepting a 10 per cent reduction in wages and premiums, the employees receive a 20 per cent ownership interest in Skeena and one **representative on its Board of Directors**.

2. Problem-Solving Groups

Examples of this provision were infrequent in most industries reviewed and non-existent in the primary, construction, trade, and entertainment and hospitality industries.

In the collective agreement between The Board of School Trustees of School District No. 57, Prince George, and the Canadian Union of

Public Employees, Local 3742, a **problem-solving group** provision occurs, in which, the parties agree that many problems or concerns can be averted or resolved successfully through open communications and a willingness to find solutions. In support of that concept, it is recommended that supervisors include members in discussions about the ongoing work of the department, especially as it relates to the member's assignment by scheduling a time each month when they are available for members to discuss the nature of the employee's work, including any problems or concerns that may be developing. Supervisors assist members and the co-workers in finding mutually acceptable solutions to workplace issues and members are encouraged to bring another member with them to act in a supporting role when issues of particular concern are being discussed. Members and supervisors together review guides to problem solving to increase skills and understanding.

Conclusion

This analysis focused on selected additions to the revised coding procedure to reflect innovations being added to collective agreements.

WORKPLACE INFORMATION DIRECTORATE

*Labour Program
Human Resources Development Canada*

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WORK STOPPAGES—2001 AND CHRONOLOGICAL PERSPECTIVE

Workplace Information Directorate
Labour Program, Human Resources Development Canada

Major Work Stoppages (500 or More Workers)

Summary

There were six work stoppages involving 500 and more workers during the fourth quarter of 2001 in Canada. Three major work stoppages accounted for 72 per cent of the person-days not worked. The strike involving the Canadian Broadcasting Corporation and the Communications, Energy and Paperworkers Union of Canada represented 27,200 person-days not worked, which

accounted for approximately 23 per cent of the person-days not worked during the fourth quarter. During the same period, two work stoppages in Quebec, Les manufacturiers associés du vêtement de la province de Québec and La Commission scolaire de Montréal represented 35,200 and 21,900 person-days lost respectively and together accounted for 49 per cent of the fourth quarter total.

Table 1
Major Work Stoppages by Jurisdiction
Fourth Quarter 2001

Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	1	1,110	19,130
Prince Edward Island	-	-	-
Nova Scotia	-	-	-
New Brunswick	-	-	-
Quebec	3	11,700	66,740
Ontario	-	-	-
Manitoba	1	1,075	4,300
Saskatchewan	-	-	-
Alberta	-	-	-
British Columbia	-	-	-
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	5	13,885	90,170
Canada Labour Code-Part I	1	1,600	27,200
Federal Administration	-	-	-
Federal Total	1	1,600	27,200
Total	6	15,485	117,370

Source: Workplace Information Directorate

Table 2
Major Work Stoppages by Industry
Fourth Quarter 2001

Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	-	-	-
Utilities	-	-	-
Construction	-	-	-
Manufacturing	1	3,200	35,200
Wholesale and Retail Trade	-	-	-
Transportation	-	-	-
Information and Culture	1	1,600	27,200
Finance, Real Estate and Management Services	-	-	-
Education, Health and Social Services	4	10,685	54,970
Entertainment and Hospitality	-	-	-
Public Administration	-	-	-
Various Industries	-	-	-
Total	6	15,485	117,370

Source: Workplace Information Directorate

All Work Stoppages (One or More Workers)

Table 3

All Work Stoppages by Jurisdiction Third Quarter 2001

Jurisdiction	Cumulative to September 30, 2001		
	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	22	20,294	98,190
Prince Edward Island	-	-	-
Nova Scotia	10	5,926	37,610
New Brunswick	5	5,246	15,370
Quebec	92	29,068	350,340
Ontario	115	31,809	611,610
Manitoba	9	900	56,430
Saskatchewan	8	12,347	65,005
Alberta	5	2,565	80,880
British Columbia	5	2,565	80,880
Territories	1	614	900
Multiprovince	-	-	-
Total Provinces	304	159,712	1,733,065
Canada Labour Code-Part I	14	1,455	65,680
Federal Administration	3	43,388	171,980
Federal Total	17	44,843	237,660
Total	321	204,555	1,970,725

Source: Workplace Information Directorate

Table 4

All Work Stoppages by Industry Third Quarter 2001

Industries	Cumulative to September 30, 2001		
	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	15	4,216	116,230
Utilities	5	842	17,380
Construction	5	15,985	86,360
Manufacturing	100	12,986	440,890
Wholesale and Retail Trade	33	2,487	98,050
Transportation	26	7,645	351,840
Information and Culture	10	1,366	14,700
Finance, Real Estate and Management Services	15	5,120	39,860
Education, Health and Social Services	63	99,360	515,055
Entertainment and Hospitality	32	3,646	71,470
Public Administration	17	50,902	218,890
Various Industries	-	-	-
Total	321	204,555	1,970,725

Source: Workplace Information Directorate

A weekly listing of major work stoppages in Canada and a full chronological perspective are available on the Workplace Information Directorate Web site at:

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>

Table 5
Work Stoppages—A Chronological Perspective

Period	Number beginning year or month	in existence during year or month*			% of Estimated working time
		Total Number	Workers involved	Person-days not worked	
1991	399	463	253,334	2,516,090	0.09
1992	353	404	149,940	2,110,180	0.07
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,070	0.05
1996	297	330	281,816	3,351,850	0.11
1997	229	284	257,664	3,610,210	0.12
1998	341	381	244,402	2,443,880	0.08
1999	358	413	158,612	2,445,890	0.08
2000	319	377	143,570	1,661,620	0.05
2000					
September	22	76	17,186	115,360	0.04
October	36	87	33,054	194,810	0.07
November	18	77	16,867	203,770	0.07
December	20	77	10,985	115,160	0.04
2001					
January	11	67	7,630	110,840	0.04
February	19	68	8,937	114,200	0.04
March	32	79	16,433	186,740	0.07
April	65	125	53,271	504,560	0.18
May	30	104	42,689	288,685	0.01
June	42	109	45,333	258,260	0.09
July	31	91	19,511	178,545	0.06
August	28	79	78,958	213,255	0.07
September	19	65	23,387	113,180	0.04

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the North American Industry Classification System (1997).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is

the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended

as a measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction — Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses

covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g., minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

Workplace
Information

Information
sur les milieux
de travail

INNOVATIVE WORKPLACE PRACTICES

Tania Plante
Workplace Information Directorate
Labour Program, Human Resources Development Canada

This overview of workplace innovations is based on a review of 86 collective agreements that settled between August and November 2001. Of these, approximately two-thirds (53 settlements) contained provisions deemed innovative or of particular interest.

Duration

The trend towards a contract duration of 36 months continues for approximately half (47.7 per cent) of the collective agreements signed. The number of settlements of 24 months or less represents 19 settlements, while 36 months and more level represents 24 settlements of which eight are greater than 48-months duration.

Compensation

A few examples of innovative practices related to compensation provided for greater flexibility in allocation of wage adjustments. For example, the agreement between the Construction Management Bureau Limited, province-wide, Nova Scotia, and the International Brotherhood of Electrical Workers, provides for the introduction of a **parity increase** provision. Any monetary increase given in this round of bargaining to sheet metal workers or plumbers and pipefitters shall, if it exceeds the negotiated wage adjustments received by the electrical workers, be automatically given to the workers covered by this agreement, unless such increase is negotiated in exchange specific concessions.

The agreement with MTS Communications Inc., province-wide, Manitoba, and Telecommunications Employees Association of Manitoba introduces a **variable pay** plan trial, whereby employees in salary levels 6, 7 and 8 will be eligible to participate and receive a target bonus of up to 5.0 per cent of regular wages, payable in the following year, based on financial targets set within the plan.

BC Gas Utility Ltd., province-wide, British Columbia, and Office and Professional Employees International Union have negotiated a new **Scorecard Program** which replaces the gain-sharing plan. Target payments for 2002 results will be 3.0 per cent of an employee's annual earnings, subject to attainment of satisfactory results pursuant to the Scorecard. The Canadian Pacific Railway, system-wide, and International Brotherhood of Electrical Workers introduced a new **share purchase** plan whereby employees can buy Company shares through payroll deductions and the employer will cover all brokerage fees.

In the settlement between the Capital District Health Authority and the Nova Scotia Government Employees Union, there is a new **market-based adjustment** clause for demonstrated shortages in any particular classification. Also, at Queen's University in Kingston, Ontario, with the Faculty Association, an **anomalies and retention** fund of \$400,000 will be used for retention and market-related cases, such as, countering external offers or correcting salary inversions.

Services Minéraux Industriels inc, in St-Honoré de Chicoutimi, Quebec, and United Steelworkers of America have a distinctive **attendance premium** of \$100, every six months, for those employees with no absence from work of more than four hours.

Job Security

The settlement between Teck Cominco Ltd., Trail, British Columbia, and United Steelworkers of America, provided an **enhanced employment security** clause. The employer rescinded all layoff notifications and cancelled the planned layoffs for November 2001. If it becomes necessary to reduce employment levels in the future, the employer will attempt to do so through attrition. Also, if the employer decides to **reduce production** during the term of the agreement in order to sell power to the United States, and if this reduction has the potential to impact employment levels, the parties will meet to explore alternative solutions.

The collective agreement between the Capital District Health Authority and the Nova Scotia Government Employees Union, has introduced a clause which stipulates that there will be **no layoff or job loss** for employees with 10 years seniority or more. As well, no layoffs will occur due to contracting-out for any permanent employee regardless of seniority, unless they refuse placement to another position that pays at least 75 per cent of current salary.

The collective agreement between Laidlaw Transit Ltd., Para Transpo Branch in Ottawa, Ontario, and Amalgamated Transit Union, facilitates **part-time employees** to acquire employment security. Full-time positions shall be first offered to part-time employees according to their part-time seniority.

The settlement between Great Atlantic and Pacific Company of Canada Limited and the United Food and Commercial Workers International Union, at various locations in Northern Ontario, provides that when **managers perform bargaining unit work** in contravention of the collective agreement, the employer will pay a penalty of \$100 to the Sudbury Cancer Centre (Leukemia Fund).

Training

Innovative practices relative to training generally provide for increases in the employer's contribution to employee development funds. For example, at Cargill Foods, Division of Cargill Limited in Etobicoke, Ontario, the employer has **tripled its contribution** (from \$5,000 to \$15,000) per year to the United Food and Commercial Workers International Union, Local 175/633, Training and Education Fund.

The employees covered by the collective agreement between the Government of Prince Edward Island, Workers Compensation Board of Prince Edward Island and Island Regulatory and Appeals Commission and the Prince Edward Island Union of Public Sector Employees, can now benefit from a new training and development provision whereby the employer shall contribute **\$250,000 per year** to the training and development fund. Each employer will establish a committee, to which the union can appoint two representatives, to develop a training and development policy.

Abitibi-Consolidated of Canada in St-Félicien, Québec, and Communications, Energy and Paperworkers Union of Canada established a provision concerning **new**

technology. The employer will help employees affected by layoffs to obtain training that will enable them to qualify for new types of work.

Working Conditions

The employees covered by the collective agreement between the Capital District Health Authority and the Nova Scotia Government Employees Union, can on April 1st of each year, receive **five additional days credited to their sick leave bank**, if they have used seven or fewer general leave days in the previous year.

Two renewal agreements have introduced **voluntary service leave** provisions. The Government of Canada and Public Service Alliance of Canada negotiated a provision of one day to work as a volunteer for a charity or community organization, or to take part in a community activity. The Government of Prince Edward Island and the Prince Edward Island Union of Public Sector Employees stated that employees who volunteer for duty as a volunteer fire fighter or with a emergency measures organization, shall be permitted to be absent from work to provide services during normal working hours.

The settlement between CAMI Automotive Inc. at Ingersoll, Ontario, and the National Automobile, Aerospace, Transportation and General Workers Union of Canada, (CAW-Canada), has introduced **tuition assistance** in the amount of \$800 per year per employee dependent enrolled in a college or university. The employees can also benefit from a **childcare supplement** provision to which the employer will contribute \$10 per day to a maximum of \$2,000 per year per child five years of age and younger.

In the collective agreement between the Saskatchewan Association of Health Organizations and the Canadian Union of Public Employees, various locals, the parties have agreed to introduce a **representative workforce for Aboriginal workers** provision and to facilitate educational opportunities which may include literacy training and training path counselling/planning. The parties also agree to implement educational opportunities for all employees to deal with misconceptions and dispel myths about Aboriginal people. The employer and the union will make every reasonable effort to accommodate an employee who wishes to attend or participate in a spiritual or cultural observance required by faith or culture.

Employee Benefits and Pension Plans

Several agreements include improvements to both benefit levels and scope of coverage as well as enhanced pension plan provisions. A few examples of the more innovative practices are listed below.

The employees covered by the collective agreement between Technologies Industrielles SNC Inc. at Le Gardeur, Quebec, and the United Steelworkers of America, can now benefit from a **phased retirement** plan which allows for a reduction in the hours of work one year before retirement, for a maximum of five employees at a time. Teck Cominco Metals Ltd. in Trail, British Columbia, and United Steelworkers of America reached agreement on a provision concerning **current retiree benefits**. The employer will conduct annual meetings with representatives of retirees to discuss the current pensioner's benefits plan.

The settlement between the Ontario Council of Regents for the Colleges of Applied Arts and Technology, province-wide, and the Ontario Public Service Employees Union provides under vision care benefits, a maximum of \$300, every two years and for every year for persons under 18 years of age. Benefits may also be used to cover **laser surgery**.

Labour-Management Committees

Joint committees have been prevalent for a number of years with increasingly diversified and broadened mandates.

The settlement between the New Brunswick Association of Nursing Homes Inc. and the Canadian Union of Public Employees, various locals, has introduced the establishment of a committee which will **review all part-time hours** with the goal of converting such hours to full-time positions.

The establishment of a **health benefit** review committee is also provided for in the collective agreement between the Textron Automotive Company at Port Hope, Ontario, and the United Steelworkers of America. The new committee will assist employees with concerns about claims for health benefits.

Previous Innovative Workplace Practices

For PDF documents of previously published innovative workplace practices from past issues of the *Workplace Gazette*, visit the Labour Program's Workplace Information Directorate Web site at <http://labour.hrdc-drhc.gc.ca>

REGIONAL RAILWAY AND GRAIN SYSTEM—PARTNERSHIP PROJECT

Labour-Management Partnerships Program
Human Resources Development Canada

The Prairie rail branch line system is in a rapid state of decline. If present trends continue, within two to three years, most of the grain elevators and branch rail lines could be closed, with significant impacts on labour, farmers and communities.

The Brotherhood of Maintenance of Way Employees started working on the concept of a regional system approach to grain handling and transportation in 1995. These efforts, including consultations with communities and farmers, led Canadian National Railway to respond positively to the proposal of exploring a new option to sustain communities and jobs.

The objectives of this partnership project are to develop a cooperative grain handling and transportation system that can sustain communities, save jobs and enhance regional economies, by providing a not-for-profit service to farmers. By engaging federal and provincial governments in an intermodal planning process, it also attempts to make the best use of existing road and rail infrastructure in order to reduce costs for farmers and taxpayers.



The Project

Early in 2001, the Canadian National Railway and the Brotherhood of Maintenance of Way Employees created a steering committee comprised of an equal number of employer and union representatives which initiated the establishment of a cooperative representative of farmers, labour and communities to develop and operate a regional grain transportation system. The fundamental principles of the Co-op were to sustain communities, save jobs and enhance regional economies, providing a not-for-profit service to farmers. Rail lines that would otherwise be shut down would be leased by Canadian National Railway to the Co-op for the collection and transportation of grain in a commercial, deregulated environment. Similarly, the Co-op would revive a decentralized grain handling system in order to minimize trucking distances. The rail employees will be transferred

to the Co-op while maintaining all rights under the existing collective agreement with specific flow-back provisions. Finally a commercial agreement between Canadian National and the Co-op would be developed.

The Brotherhood of Maintenance of Way Employees wished to sustain communities, good jobs and enhance regional economies by providing a not-for-profit grain collection service to farmers, after covering the fixed cost of investment. It wished to utilize and maximize the usage of Canadian infrastructure for the benefit of all Canadians.

Canadian National believes strongly that exploring these options with the Union and other stakeholders would generate solutions that would provide

employment security for rail employees, lower transportation costs for farmers, less truck traffic on community rural roads, continued traffic base for the main rail lines and a fair return to shareholders.

By engaging governments in an intermodal planning process, the objective was to make the best use of existing road and rail infrastructure on the prairies to minimize the total cost of transportation.

Collaborative Efforts

The project evidenced much goodwill and cooperation between labour and Canadian National management, and with communities and grass roots farmers. Initially, due to historical mistrust among different players in the western grain issue, it became important for Canadian National to

— Case study summarized from the report Labour Management Partnership Project Regional Railway and Grain System, July 2001. For more information contact Gary Housch, Vice-President, Brotherhood of Maintenance of Way Employees at <ghousch@bmwe.ca>.

clarify why it was involved. To that end, the Prairie Alliance for the Future organized a meeting of about 100 farmers in Saskatoon on February 16, 2001 at which Canadian National explained its motivations. This was received positively. Communications between the railway and Alliance farmer members evolved into a positive working relationship.

As the project evolved, the Alliance developed a better understanding of the cost structure of the transportation and grain handling systems and the implications and trade-offs between providing service and paying for it. This new insight into the grain handling industry has prompted farmers in the North Battleford territory to develop their own regional grain handling business plan.

Canadian National gained a better understanding of the perspective of farmers, their customers. It cooperated freely in providing cost information requested for the business plan, subject to confidentiality of proprietary information customary to this type of transaction. Farmers and labour became aware that they shared more commonalities than differences. Analysis indicated that, contrary to popular perception, the labour cost of hauling grain by rail was less than by truck.

Although there was, from the beginning, a broad agreement on the parameters of the regional system, the details of implementation required significant work to overcome somewhat conflicting objectives. For example, it was necessary to reconcile Canadian National's commercial objectives with the broader socio-economic objectives of labour, farmers and communities. Communications, patience, trust and much goodwill succeeded. The result was a

commercial agreement that also provided the cooperative with the flexibility it needed during the critical five-year start-up period, and the ability to manage its costs with respect to traffic volumes.

Sustained Communities, Saved Jobs and Enhanced Regional Economies

Since the regional railway and grain system project has not been implemented operationally yet, it is too early to judge success. However, there are indications that even the preparatory work has led to a change in direction. For example, before the project there appeared to be no long-term future for the Robinhood/Turtleford and Mantario/Conquest networks. With the recent round of country elevator closures, there would have been little grain handling infrastructure to attract grain. Grain handling on the Tisdale/Turnberry network would have consolidated to just a few centralized elevators involving long truck hauls.

The project has created conditions where the communities and farmers can make a difference by committing volumes to the lines (so-called use it or lose it principle). An organization on the Mantario/Conquest network is planning to build six new grain handling facilities and to ship minimum volumes in order to preserve the rail service. Farmers on the Robinhood/Turtleford network are enthusiastically taking charge of their destiny by developing a local business plan to revitalize grain handling with a mix of country elevators, new loading facilities and producer car spots. There is a better understanding of the true costs of the current system, including making hidden road costs more visible.

There are plans to acquire a number of wooden country elevators that are important employers and a source of tax revenue for small and medium sized communities. These facilities, considered surplus by the grain companies, have a new lease on life in providing value-added services such as blending, segregation and identity preservation. They can also provide processing services for specialty crops, bringing value-added jobs to the countryside.

On the rail side, the business plan anticipates maintaining about 6 to 7 million dollars annual payroll and employment-related expenditures in rural areas. These are not new jobs, but many of them would otherwise be lost if the system continues to centralize activities. Moreover, the designated lines will continue to feed the east-west Canadian system, contributing to jobs and economic activity on Canadian railways and ports. Otherwise, under current trends some of this traffic would be diverted to the United States routes.

Academic Workshop

The University of Saskatchewan Department of Agricultural Economics and Centre for Co-op Studies hosted a workshop on April 19, 2001 that provided a peer review of the proposal for a vertically integrated grain system based initially on 1,600 kilometres of rail line leased from Canadian National Railway.

This symposium brought together experts from a variety of fields to focus on transportation as a key to rural policy and development in Saskatchewan. It investigated the possibilities for collective action by Saskatchewan producers and other stakeholders to create sensible transport policies and

institutions, and to capture value from agricultural production. Tightly focused presentations and in-depth discussions provided participants with a firm foundation for subsequent formulation of specific action plans for their industry.

In summary, the workshop identified risks and challenges that the project could encounter. It also confirmed there was a surplus to capture under a new business model that combined local control with overall coordination where there were economies of scale.

Communications—Grass Roots Outreach

Sessions were held in or concerning communities on the three networks where the project would be implemented. The feedback and response from grass roots farmers and community activists was very encouraging. There were opportunities for significant participation and support at the grass roots level.

Business Plan

The Business Plan, Part I, encompasses the detailed technical, operating, marketing and financial parameters to take over operation of 1,636 kilometres of Prairie branch rail line from Canadian National. Part II provides a similar scope of detail to create a grain gathering/handling system adjunct to the railway for a vertically integrated system. Part III provides an estimate of the benefits of road cost savings that the system would generate.

An important feature of the business plan is the ability of the co-op to reduce its fixed costs and make them more variable with traffic. For example, instead of

maintaining dedicated crews and locomotives on the two light density networks (Mantario/Conquest and Robinhood/Turtleford) where trains run infrequently, Canadian National has agreed to supply "power by the hour" only when it is needed.

The Brotherhood of Maintenance of Way Employees, as a member of the Prairie Alliance for the Future, intends to operate a network of Canadian National Prairie branch lines, along with associated storage and loading facilities. The intent is to offer producers lower handling costs and additional value through shorter truck hauls, blending and volume discounts.

Lessons Learned

There is a great deal of mistrust among players in the western grain industry. New solutions that bypass long-standing divisions and entrenched cultural identities are required.

Farmers and communities are grasping for pieces of infrastructure such as elevators or rail lines because they are losing control of the system. The focus of the main railway companies is on adapting to continental competition under North America Free Trade Agreement. The elevator companies are in transition to transnational ownership and restructuring to become grain companies. The challenge is to find the common interest in these trends.

An important first step is to get those involved to recognize the realities of globalization and the changing role of government. Under trade agreements, government can no longer adopt domestic policies or commodity specific subsidies. The transnational grain companies

will acquire control of the Canadian elevator companies, and this is well underway. Archer Daniel Midlands has acquired United Grain Growers which is now in the process of acquiring Agricore, the last remaining wheat pool cooperative on the Prairies. Saskatchewan Wheat Pool is already trading on the stock exchange.

Once it is recognized that the old system is crumbling behind the facade, it is then possible to look for common interest in designing a new system. Canadian National wants to haul grain on the main line on commercial terms in a deregulated market. Farmers and communities want to control the use of branch lines to minimize system costs. Workers want good jobs. Common interest meets in the vehicle of a commercial agreement with Canadian National for the use of the lines.

The Alliance has been able to develop a grass roots alternative in the restructuring of the grain system. This enables it to move the debate beyond the rigid traditional, and often adversarial, relationship among stakeholders to identify creative solutions in the common interest.

The business plan demonstrated that most of the benefits of the Alliance system are from grain gathering/handling services and reduced road impacts, both of which are external to the rail network. However, these benefits are not possible without keeping the rail infrastructure in place and improving rail service.

Farmers, communities and workers are best able to capture these benefits through a vertically integrated business model.

Participation of Canadian Pacific Railway

The Canadian Pacific Railway is open to discussing a similar arrangement with the Brotherhood of Maintenance of Way Employees. However, Canadian Pacific has decided to wait until the agreement to transfer the Canadian National lines has been finalized. Meanwhile, Canadian Pacific ownership is being restructured as the company breaks up its conglomerate into separate entities for share trading. The emergence of a regional railway to take over the secondary lines of Canadian National and Canadian Pacific in Western Canada is a growing opportunity. This would free the main line railways to concentrate on their continental restructuring across borders. Having this new regional railway accountable to workers, farmers and communities would ease some of the problems that otherwise would occur with consolidation and restructuring.

Sharing Information

There has already been extensive sharing of information with individuals and organizations not directly involved in the project. Following are some meetings where information about the project was presented:

- **March 15**—Commission on Environmental Cooperation, conference on the North American Free Trade Agreement trade corridors, panel on communities and the environment, Winnipeg. Participation on this panel generated much interest by citizen groups and environmentalists in the United States and Mexico in this initiative as an example of how communities can

work to reduce the negative environmental impacts of transportation.

- **May 9**—Canadian Transportation Research Forum, annual conference, Vancouver. Four key individuals in this project filed a paper which was printed in the conference proceedings. A panel presentation stimulated discussion and questions about the project. About 200 academics and planners attended the conference and received the proceedings. Most attendees were from Canada, but also from the United States, Australia, Europe, Asia and Africa.
- **May 25**—Presentation to Human Resources Development Canada labour specialists.

The communications plan to make available information about this project is as follows:

- Presentations to conferences and workshops about the project, results and next steps. These opportunities include industry, government, academic, labour and grass roots venues. This could potentially also involve international conferences on worker participation and cooperatives.
- Posting summary information and updates on a Web site created by the Prairie Alliance for the Future.
- Information sharing during the process of creating the local cooperatives.

Recommendations

Having achieved a commercial agreement with Canadian National to lease on a long-term basis 1,636

kilometres of branch line railway, there are a number of required next steps for the railway component:

- Obtain financing for working capital, equipment and infrastructure, perhaps by capitalizing the savings in road infrastructure costs.
- Obtain a federal certificate of fitness to operate a railway from the Canadian Transportation Agency.
- Hire a General Manager and required staff.
- Develop and implement a detailed plan for resolving employee relations issues relative to the transfer of railway operations to the Prairie Alliance for the Future.

Similar steps must be taken on the grain handling component, for example to acquire and staff country elevators and to prepare plans to develop and research new types of grain handling systems. Further refinements to the business plan are required.

Organization is required to develop the local grain handling cooperatives and create an umbrella federation to achieve both horizontal (region-wide) and vertical (handling and transportation) integration. There is need for education about the cost structure of the industry, and to solicit volume commitments from farmers and their communities.

There is a need for more detailed planning studies for a least cost system in each of the three rail networks: Mantario/Conquest, Robinhood/Turtleford and Tisdale/Turnberry, including the area of Swan River, Manitoba.

SASKATOON DISTRICT HEALTH'S LABOUR-MANAGEMENT CONFLICT RESOLUTION

Barbara Makeechak
Saskatoon District Health

Saskatoon District Health was formed in 1992 as one of 30 regional health districts as stipulated by the **Health Districts Act of Saskatchewan**. The District has direct responsibility for the operations of three acute care hospitals, community care services, continuing care, mental health services and public health services. It is the single largest employer within the city of Saskatoon and one of the largest employers within Saskatchewan, employing approximately 8,000 people.

In January, 1997, the Saskatchewan **Health Labour Relations Reorganization Act and Definitions and Commissioner Regulations** amalgamated a number of bargaining units into three specific units of unionized employees. The employees, who had been represented by five different unions, were organized into three unions: Service Employees International Union, Health Sciences Association of Saskatchewan and the Saskatchewan Union of Nurses. This radical restructuring significantly impacted labour relations in health care.



"working together
to improve health"

The Challenge

Saskatoon District Health, health-care unions and all the employees have been at the centre of an era of health-care reform. The health sector is characterized by intense emotion and complex administrative structures. Conflict and disputes arise and consume management and union time, often resulting in increased costs, lower morale and reduced organizational effectiveness for both parties. In this milieu, it is crucial to understand that the "old" or traditional ways of conducting business remain appropriate in many situations but may not always be ideal in others. New and innovative alternative approaches to problem-solving are required.

The Solution

Alternative dispute resolution can offer more cost effective and

satisfactory outcomes in some disputes. The focus was placed on joint participation and collaboration in resolving issues in an effort to transform labour-management relationships. It was evident that learning how to manage conflict and use it constructively to improve understanding and cooperation was required. Although it was understood that conflict could not be eliminated, it could be reduced and managed more effectively to resolve problems. Consequently, efforts were directed at providing

sideration, moving towards the formation of enduring, mature labour-management relationships.

The Project

The project enjoyed the full involvement and support of Saskatoon District Health and Service Employees International Union, Health Sciences Association of Saskatchewan and Saskatchewan Union of Nurses. A partnership agreement was established with the Saskatchewan

"We are grateful for the overwhelming success of our project."

—Barbara Makeechak

management and union members with enhanced skills to cope with and resolve complex problems and to create an understanding of alternative dispute processes as options worthy of their con-

Department of Labour, Labour Relations and Mediation Branch, to further assist with the project by providing excellent coaching and training resources.

The pilot project involved a conflict resolution training program consisting of three levels of skill development. The project provided conflict resolution and joint problem-solving training to 120 union members and management personnel from all types of employment within the District. All participants learned conflict resolution skills in a three-day course that provided an understanding of conflict theory, interest based problem-solving, communication skills and a constructive approach to problem-solving. Additional training was provided to 47 members who attended a three-day workshop on mediation which provided them with a general understanding of the mediation process, techniques and applications. From this group, 19 participants attended a three-day coaching/instructor training course enabling them to provide conflict resolution training at Saskatoon District Health in the future. All of the courses ensured that trainees practiced new skills in a joint union-management environment. Training opportunities were provided on an equitable basis to all of the three unions and management. Each organization selected their participants with the understanding that all sessions would involve joint, interactive training.

The project was jointly developed, coordinated, delivered and evaluated by a union-management steering committee. A consultant was hired to provide the training and to help develop training manuals and materials for the project which would also serve to guide and facilitate future training initiatives within the District. The committee met on an informal basis to consult, discuss ongoing issues, plan and make decisions around all aspects of the project.

An initial questionnaire was immediately distributed to union leadership and human resource personnel to determine particular issues or interests they wanted covered in course materials. Evaluation tools were developed to assess skill levels before and after attending the workshops. Course manuals were also developed. Training began in mid-October 2000, and continued until mid-March 2001. Evaluative feedback was sought after each teaching day and was dealt with accordingly. Students also completed a final course evaluation form. Finally, a course follow-up evaluation was carried out during June 2001. All evaluation results indicated a highly satisfactory experience.

Workshop Descriptions

The three-day **Conflict Resolution** workshop enabled participants to:

- describe the essential skills for managing conflicts constructively;
- identify the dynamics that affect conflict situations;
- describe their conflict resolution style and how it affects outcomes;
- describe their strengths and weaknesses in conflict situations;
- speak and listen in a non-defensive way; and
- use the model presented, in addition to using skills to collaboratively resolve a conflict.

The sessions were highly interactive and coaches were available to give ongoing guidance and feedback. Classes were held in October, November, and December 2000 and in January 2001.

In the three-day workshop on **Mediation Skills**, participants learned to:

- describe their role in a mediation setting;
- describe the process of mediation and how it differs from other forms of dispute resolution;
- utilize a mediation model to assist parties to resolve a dispute;
- use communication skills to assist the parties to resolve a dispute;
- manage the emotional climate; and
- balance power constructively.

The sessions were interactive and coaches provided continuous guidance and feedback. Classes were held in January and February 2001.

The Training and Coaching Conflict Resolution Skills training courses were divided into two parts: instructor and coaching sections. Participants practiced:

- delivering a module workshop;
- learning to handle questions, resistance and feedback; and
- give constructive feedback as a coach.

Experienced training coaches provided assistance as instructors and coaches-in-training practiced. Classes were held in March 2001.

Conclusion

Trainees' communication skills were evaluated prior, immediately after and four months after the training. Key feedback results

indicate participants improved their ability to be empathetic, to understand and identify someone else's interests or needs.

The teaching and practice of alternative approaches to dispute resolution provided union and management with skills and new strategies to approach future workplace issues in a creative and innovative fashion-skill levels were estimated at 2.95 prior to the training and rose to 3.77 four months thereafter. Speaking skills, which involved the ability to respectfully and assertively disclose interests or needs without being defensive, improved from an average score of 3.01 to 3.74. Trainees' understanding of how personal conflict resolution styles impact on interactions in conflicted situations significantly improved

from a pre-training average score of 2.25 to a post-training score of 3.76.

The most important improvement was evident in participants' understanding of a collaborative conflict resolution model and how to apply such a model. In this area, average scores rose from 1.79 to 3.76.

Feedback clearly indicates that the goals of effective skill building, creating an understanding of alternative processes and establishing a core of people dedicated to utilizing skills and processes in the future were achieved. Furthermore, the development of training materials and training of personnel will allow the process of changing organizational culture with respect to dispute resolution to continue.

Union and management project participants remain enthusiastic about the future usefulness of dispute resolution skills. A number of means are being considered to continue to apply these learnings. Establishment of an Alternative Dispute Resolution Working Group to examine committees, issues, etc. that could apply collaborative resolution processes to specific problems is being considered. A network of practice groups, mediation resources, and determining how to assess future training needs and available resources is being explored.

From these early beginnings, it is hopeful that future challenges in the health care environment can be confronted with new skills and innovative strategies to resolve the inevitable conflicts that will arise.

The views and opinions expressed in this document do not necessarily reflect the position of the Labour Program, Human Resources Development Canada.

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*Telephone: (819) 994-5470 or 1-800-563-5677
Web site: http://labour-travail.hrdc-drhc.gc.ca/sfmc_fmcs/index.cfm/english*

PRODUCTIVITY AND SELECTED PROVISIONS IN MAJOR COLLECTIVE AGREEMENTS—TRAINING, RETRAINING AND EDUCATIONAL LEAVE PROVISIONS

Marc Gervais
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada

This article is based on contract clauses found in major Canadian collective agreements covering 200 or more employees in sectors under federal jurisdiction and 500 or more employees in sectors under provincial jurisdiction. Relevant provisions were identified and statistics compiled from the Workplace Information Directorate's Collective Agreement Information Retrieval System database. Negotech, an electronic document dissemination system that includes contract summaries as well as full-text collective agreements, was used in order to identify specific examples and clauses. Because the Directorate's database was under review at the time of analysis, the statistics presented in this article are based on agreements that were in effect in January 1998. This database included 1,077 agreements covering 2,244,122 employees. Although the statistics are based on 1998 data, efforts were made to quote examples from contract clauses taken from the most current collective agreements.

Introduction

The issue of productivity has become a key preoccupation of government. This is due in part to concerns about the competitiveness of enterprises in an increasingly globalized economy and the desire to improve living standards, employment and social cohesion.

Loosely defined as "a measure of how effectively the resources of an economy are translated into the production of goods and services," productivity is arguably "the single most important determinant of a nation's living standard or its level of real income" (Harris, 1999).

The issue of identifying the determinants or correlates of labour productivity has been of interest to academics as well as business and political leaders. Workplace training and the development of employees' skills through retraining and education have commonly been recognized as important factors in improving labour productivity and in meeting changing skill requirements. According to a recent survey, "research to date shows an association between training and productivity

but cannot establish a cause-effect relationship" (Statistics Canada, 2001). A number of past studies on this topic support this conclusion (Bartel, 1995; Black and Lynch, 1997).

First, in a recent paper titled *Productivity and Gain-sharing*, the International Labour Organization stressed the need to improve the quality of production as part of a tripartite growth strategy, whereby governments, businesses and unions all play a role and cooperate in partnership to improve productivity. Amongst many other factors, the Organization cited technological change and capital improvement as major productivity determinants. However, it believes that the proper training of employees in the use of the new equipment and technology is often neglected (Bernolak, 2000).

Second, in a paper published by Industry Canada (1999), the most important drivers of productivity were identified as investment in machinery and equipment; education, training and human capital; and openness to trade and investment (Harris, 1999).

— This article is based in part on previous unpublished research by Charles Philippe Rochon, Strategic Policy and International Labour Affairs, Labour Program, Human Resources Development Canada.

Third, a 1998 report on Canada by the Organization for Economic Cooperation and Development pointed to the importance of training and skill enhancement in improving the productivity of workers. It highlighted the importance of union and management cooperation and coordination in providing employer-centred training in the use of new technology and other skills needed in a knowledge-based economy. It also described the importance of this cooperation in providing greater support for dislocated workers through placement services, counselling and access to retraining. Also emphasized was the need for creating better linkages and transitions from school and work as well as developing general training standards. Available evidence is supportive of a positive effect of training on labour productivity (OECD, 1998).

- **Retraining**—Retraining provisions deal with an employee's right to retraining or make reference to retraining, especially in cases of technological and organizational change. Some also deal with the notion of functional flexibility or multiskilling.
- **Educational Leave**—Educational leave provisions deal with various types of leave. For the purposes of this article, we will focus on job-related educational leave, general educational leave and sabbatical leave.
- **Other Training and Education-Related Provisions**—This fourth section deals with two important issues related to training and education: training and educational funding and joint committees.

Lastly, a report published in 1997 by Canadian Policy Research Networks found that the productivity of companies with training programs was significantly better than that of those with no training programs. Moreover, this advantage was greatest for those companies with the strongest commitment to training (Betcherman, Leckie and McMullen, 1997).

Conditions for Training, Retraining and Educational Leave

Although not all studies have conclusively established a cause-effect relationship between training and productivity, the benefits of training and education programs are quite apparent. In the context of workplace restructuring (i.e. technological and organizational change), for example, training is widely regarded by many employees and employers as a means to increase job security, foster employee advancement and career development, and improve working conditions generally (e.g. health and safety). Employers also benefit from employee training through a more productive, flexible and versatile workforce able to rapidly fill vacancies that may arise and thus ensure continuity of operations. A more productive workforce can also translate into greater profit margins for companies.

Almost all collective agreements with training, retraining or educational leave clauses indicate that employees who wish to undertake training at the employer's expense must submit a written application and obtain the prior approval of their managers. Such approval often depends on available resources and on whether the training can satisfy the needs of the employer (e.g. can contribute to greater employee output).

This article highlights training, retraining and educational leave provisions found in major Canadian collective agreements. The article is subdivided into four sections, each dealing with a particular set of collective agreement provisions:

The selection of applicants for training, retraining or educational leave is commonly based on seniority ranking. In addition to seniority, other factors such as qualifications, aptitudes, knowledge, prior education, minimum length of service, and work records are often considered.

Finally, another condition frequently required is that the number of employees on leave or training must not interfere with the requirements and efficiency of operations in a department. However, some unions have negotiated provisions whereby an employer is required to maintain a list of trained backup operators sufficient to meet the requirements of operations while employees are absent for training purposes. Some agreements also give the employer the right to recruit a temporary replacement for the period of an employee's absence, provided the employee is reinstated after the period of training.

- **Training**—Training provisions deal with on-the-job training, training courses and apprenticeship programs.

Obligations of Employees Who Have Received Training

Employees who have received special training for a particular position are sometimes "locked in" for a period of time. They may be expected to fill vacancies in that classification, or they may be obligated to bid on any assignment for which they were trained, or they may be ineligible to apply for another position within the company.

In some cases, employees who have completed training for a specific position may be required to fill future vacancies for that position, regardless of location and regardless of whether it is a permanent or temporary position.

If an educational leave is paid, employees must generally continue working for their employer for a certain period of time (e.g. equivalent to the length of the educational leave).

1. Training Provisions

This section focuses on three types of training provisions commonly found in collective agreements: on-the-job training, training courses and apprenticeship programs.

Training Provisions

In January 1998, 47.7 per cent of major collective agreements, covering 54.2 per cent of employees (1,216,440), had provisions pertaining to **on-the-job training**, compared to 33.7 per cent of agreements and 42.4 per cent of employees (950,566) covered by provisions for **outside courses**. Provisions pertaining to **apprenticeship** training were found in 33.6 per cent of agreements covering 33.9 per cent of employees (760,359).

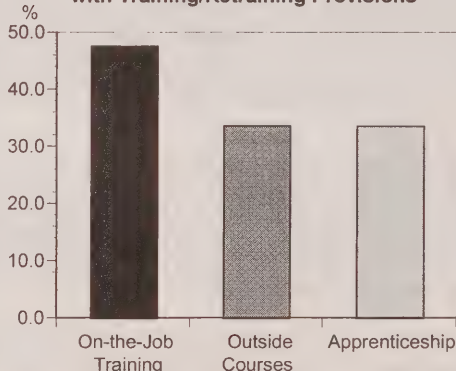
The most important issues with respect to these training programs include their availability, the selection process used to determine who will be trained, and the apportioning of costs (whether employees must disburse part of the training costs, use their free time, take an unpaid leave, etc.). Employees can benefit the most when agreements specify that all training-related expenses must be paid for by the employer and that training is to be offered, on a regular basis, to all employees. Additional factors are usually considered as well, such as qualifications, aptitudes, prior education, and work records.

On-the-Job Training

On-the-job training may be provided to any newly hired employee; any employee who moves from one position to another or who is assigned to duties requiring new knowledge; or any employee who moves from one class of employment to another (i.e. promotion). Clauses dealing with on-the-job training typically refer to training opportunities, preference for training based on seniority, or specification of timing and rate of pay for both trainees and trainers when the latter are employees of the company.

Many collective agreements formally recognize the importance of providing training opportunities to ensure a qualified workforce, to upgrade skills and to facilitate the acquisition of new skills.

Percentage of Major Collective Agreements
with Training/Retraining Provisions



Source: Human Resources Development Canada, Workplace Information Directorate, CAIRS Database (January 1998).

Fording Coal Limited and the United Steelworkers of America, Local 7884 (1996–2001) "The Company and the Union recognize the importance of assisting employees to improve their knowledge and skills so that each employee may realize advancement in responsibility and pay." One concrete measure towards attaining this goal is the creation of a Joint Education and Development Committee.

Insurance Corporation of British Columbia and the Office and Professional Employees International Union, Local 378 (1999–2003) "The Corporation and the Union believe in the benefits of employee training and development. The purpose of training is to provide for upgrading of an employee's knowledge, skills and abilities in order to meet the requirements of their present position, or to develop toward future career alternatives."

Pratt & Whitney Canada Inc. and the National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada), Local 510 (1999–2002) "...employee training must be an integral part of a healthy management to achieve corporate objectives and thereby continuously improving employees' performance and maximizing corporate operations. As in the past, management will continue to contribute generously in the continuous training of employees."

St. Lawrence Seaway Management Corporation and the National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (1999–2000) "Employees shall be encouraged to learn the duties of other positions and every opportunity shall be afforded them to learn the work of such other positions in their own time or during their working hours when it will not unduly interfere with the performance of their duties. The Corporation will not unreasonably withhold training opportunities to any employee who has indicated a desire to learn the work of other positions. For this purpose, applicants for training for promotion shall be selected in order of seniority except as otherwise agreed between the Corporation and the Union."

As stipulated in the previous example, a number of collective agreements require that training opportunities be allocated in accordance with seniority, and that senior employees who apply for promotion to a vacancy must be given a trial and training period.

City of Edmonton and the Canadian Union of Public Employees, Local 30 (2001–2002) "Training opportunities shall be provided to employees on the list in order of seniority."

Government of New Brunswick and the Canadian Union of Public Employees, Local 1253 (1998–2001) "In filling job vacancies, including promotions, reclassifications, transfers and new positions, the job shall be filled within forty (40) working days of the vacancy by the senior applicant, provided he is able to perform the job. . . . Consideration for promotion shall be given to the senior applicant who does not possess the required qualifications but is preparing for qualifications prior to filling the vacancy. At the discretion of the employer, such an employee may be given a trial period to qualify within a reasonable length of time and will revert to his former position if the required qualifications are not met within such time."

The time employees spend on training is typically during regular working hours and compensated at the usual rate of pay for their classification.

Imperial Tobacco Canada Limited and the Bakery, Confectionery, Tobacco Workers and Grain Millers International Union, Local 323T (2000–2004) "When an employee is being trained on a job in a higher rate of pay for one (1) continuous hour or more, he will be paid a rate which is immediately below the rate of the job for which he is being trained, during the training period. An employee demoted or moving laterally will retain his previous rate until completion of training, at which time he will assume the job rate."

In the event training is scheduled on a day of rest or when employees are required to work overtime while receiving training, many companies provide for payment of time and a half.

Spruce Falls Inc. and the Joint Union Coalition Agreement (1999–2005) "Any employee being trained for an occupation shall be paid time and one-half when it is necessary for him to work overtime while receiving such training. The rate of pay will not be changed until he is competent to handle the new occupation alone. However, if called in on a day of rest for such training, all hours worked will be paid at time and one-half—every effort will be made not to schedule training on days of rest; the rate of pay applicable when training will be the rate of pay of the job the employee would have worked if he was not training."

In addition to an employee's regular salary, many employers provide training premiums to employees who are called upon to train other employees. This type of provision is particularly beneficial to senior employees, who are often called upon to train their fellow employees because of their extensive experience and knowledge.

Canadian Broadcasting Corporation and the Canadian Media Guild-Administrative Unit (1999–2001) "When an employee is assigned to train...s/he shall be entitled to a training premium of nineteen dollars and fifty cents (\$19.50) per day in addition to his/her normal pay."

Legacy Hotels Corporation (Royal York Hotel) and the Hotel Employees and Restaurant Employees International Union, Local 75 (1999–2002) "A certified (by the Company) employee required by the Company to act as a trainer will receive a premium of fifty (50¢) cents in addition to his/her hourly rate of pay for all hours assigned to training other employee(s)."

Clauses pertaining to formal mentoring programs are also found in major collective agreements.

Ontario Hospital Association and the Ontario Nurses' Association (1998–2001) "Nurses may, from time to time, be assigned a formal mentorship role for a designated nurse. . . . The Hospital will pay the nurse for this assigned additional responsibility a premium of sixty (60¢) cents per hour, in addition to her or his regular salary and applicable premium allowance."

Involving older workers in such activities not only formally recognizes and validates their knowledge and experience, but ensures valuable corporate memory is not lost. Furthermore, such programs can have a positive effect on retaining valuable older employees.

Training Courses

A number of agreements provide employees with the opportunity to improve their skills by offering training courses, seminars, conferences, conventions and workshops that may take place on or off the premises.

Provisions regarding training courses may include a reference to reimbursements for tuition, registration

fees, books and materials, accommodation or any other related expenses required. Details regarding application and selection for such training courses may be specified in the collective agreement. Also, some agreements give preference to senior employees, and some specify that employees taking training courses will not suffer a loss of earnings. Finally, some agreements provide for monetary incentives to encourage employees to enrol in training courses.

In 1998, almost one third of major Canadian collective agreements contained clauses pertaining to training courses. In almost 90 per cent of cases, these clauses stipulated that the employer would pay the full cost of tuition and other related expenses.

Bravo! Canada, City TV, MuchMusic Network and other divisions of CHUM Limited and the Communications, Energy and Paperworkers Union of Canada (2000–2003) "If the Company requests that an employee attend a particular course, seminar or continuing education program, and the employee agrees, the Company will pay one hundred percent (100%) of the costs."

Insurance Corporation of British Columbia and the Office and Professional Employees' International Union, Local 378 (1999–2003) "The Corporation will reimburse the full cost of books and tuition fees and such other expenses as may be approved by the Corporation of any course where such training is directly related to the employee's job. The Corporation will make full reimbursement to the employee upon the successful completion of each term in case of courses lasting more than one (1) year."

A.G. Simpson Co. Limited and the National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (1998–2001) "Programs approved will be reimbursed by the Company, to include all necessary books and tuition fees, upon successful completion."

Société des Casinos du Québec inc. and the Canadian Union of Public Employees, Local 3939 (1998–2002) [translation] "Registration and tuition fees, books and necessary learning materials, travel costs and expenses for meals outside the region shall be fully reimbursed by the employer, in accordance with established policies and budgets, upon the presentation of vouchers."

The most common factors considered in determining the amount to be paid by the employer are whether or not the course is at the employer's request and whether or not it is directly related to the employee's job or is in some way beneficial to the Company. Approval and proof of successful completion of the course are usually required. The following provision highlights these stipulations:

BC Gas Utility Ltd. and the Office and Professional Employees' International Union, Local 378 (1998–2000) "Employees may apply on the prescribed educational assistance form for financial aid to undertake a course of outside training. The degree of financial aid assumed by the Company will depend upon the circumstances involved as follows: a) Full cost of training (tuition fees, required textbooks and such other expenses as may be approved by the Company) will be borne by the Company where the training is at the instigation of management (e.g. Industrial First Aid Training). Such training requires written approval of a Regional Manager or Department Head. b) The full cost of training (tuition fees, required textbooks and such other expenses as may be approved by the Company) will be reimbursed to a working employee upon successful completion of such training or course—where written approval has been obtained from the Company prior to the commencement of such training or course, and the Company agrees that this additional training bears direct relevance to the employee's current job or recognized career path within the Company. c) One-half the cost of training (tuition fees, required textbooks and such other expenses as may be approved by the Company) will be reimbursed to a working employee upon successful completion of such training or course—where written approval has been obtained from the Company prior to the commencement of such training or course, and the Company agrees that this additional training would be helpful in broadening the individual's abilities in a work-related way or could be of future use to the employee in working with the Company."

Selection for training courses is often based on seniority.

Government of Newfoundland and Labrador and the Newfoundland and Labrador Association of Public and Private Employees (2001–2004) "In the process of selection from those applicants who are members of the bargaining unit, seniority shall prevail, provided that the senior applicant meets the required qualifications for admission to the course."

Some agreements contain provisions guaranteeing employees no loss in wages, benefits or seniority when attending training courses authorized by the employer that take place within regular working hours.

Regional Health Authorities of Prince Edward Island and the International Union of Operating Engineers, Local 942 (2000–2003) "When an employee is required or requested to up-date himself through an Employer approved training courses and such request comes from the Employer, such employee will suffer no loss of remuneration or benefits while on training."

Board of School Trustees of School District No. 36 (Surrey, B.C.) and the Canadian Union of Public Employees, Local 728 (1999–2001) "Where the Board has authorized an employee to take a course(s) of instruction the employee will not suffer a loss in wages, benefits or seniority."

Highland Valley Copper and the United Steelworkers of America, Local 7619 (1998–2003) "The Company agrees that where it is necessary in the opinion of the employer for an employee(s) to take a course in order to continue to work in his present classification and such course is only available at a time when the employee is normally at work to: i) where possible offer work on a different schedule such that the employee can attend the course without losing time—or if that is not possible—ii) pay for the working time lost to attend the course."

Lastly, some agreements include incentives for employees to take study courses.

Inco Ltd. and the United Steelworkers of America, Locals 6200 and 6500 (1997–2000) "The Company will pay to each employee who successfully completes such a study course an amount equal to the employee's basic rate for one-half (1/2) of the standard hours specified for the completion of such study course."

Apprenticeship Programs

Many employers provide apprenticeship programs. Although these are usually designed to train students and potential future employees, they can also provide unskilled employees with the opportunity to receive occupational and vocational training.

As was the case with on-the-job training and training courses, the employer absorbs almost all costs relating to apprenticeship programs.

Canada Post Corporation and the Canadian Union of Postal Workers (2000–2003) "The Corporation shall pay the full cost of any formal apprenticeship program required by the Corporation and any actual and reasonable living out expenses for an employee who is required to live away from his/her home during such training."

Fletcher Challenge Canada Limited and the Pulp, Paper and Woodworkers of Canada, Local 2 (1997–2003) "The Company will pay 100 per cent of the cost of text books specified by the Apprenticeship Branch. The apprentice will keep these books as his personal property."

Most agreements provide that the selection of applicants for apprenticeship programs is to be based on such criteria as seniority, skill, aptitude, qualifications and learning capacities. However, agreements attach a varying degree of importance to each one of these criteria, especially seniority rights.

Highland Valley Copper and the United Steelworkers of America, Local 7619 (1998–2003) "The selection [of apprentices] shall be based upon

the seniority of applicants who are qualified...and who successfully complete the preapprenticeship examination."

Reynolds Metals Company Ltd. and the Syndicat national des employés de l'aluminium de Baie-Comeau (CSN) (1998–2003) [translation] "The employer shall offer permanent vacant trade apprenticeship positions to production employees. . . . The employer shall choose the employees on the basis of their abilities, education and seniority."

PPG Canada Inc. and the National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (1999–2002) "Selected applicants will be subject to a battery of tests and be interviewed for an assessment of their qualifications. Selection of apprentices under this program shall be based on the test results referred to...above as well as the applicants' skill, efficiency and ability to perform the work. The above being relatively equal, seniority shall govern."

Canada Post Corporation and the Canadian Union of Postal Workers (2000–2003) "The most senior applicants who meet the requirements must pass an aptitude test administered by a school or college chosen by the Committee and recognized for technical training programs."

2. Retraining Provisions

This section focuses on three types of retraining provisions: provisions that recognize an employee's right to retraining or include a reference to retraining, provisions that deal specifically with the issue of retraining due to technological or organizational change, and lastly, provisions that seek to enhance and promote an employee's functional flexibility.

The introduction of new technologies and the accompanying reorganization of the production process are widely regarded as one of the key determinants of productivity growth. However, the ensuing changes may have deleterious effects on employees in terms of job conditions and security of employment. As a result, unions usually insist on being given advance notice of technological and organizational changes and on being consulted on their implementation.

Many unions and employers, in order to minimize workplace disruption and assist employees affected by technological changes, have negotiated various provisions concerning retraining, employment and job guarantees, and compensation packages for employees who are permanently losing their jobs. These are often seen as an employer compromise in exchange for union and employee support for workplace reorganization.

Right or Reference to Retraining

The acquisition of new skills may become necessary in situations involving vacancies, transfers or promotions. Under these circumstances, clauses reinforcing an employer's commitment to retraining or recognizing an employee's right to retraining are intended primarily

to ensure employee job security and the smooth flow of operations. Such provisions may specify who is eligible for retraining, and under what circumstances. They may also stipulate whether retraining is mandatory or not. Finally, some agreements provide educational funding as part of a severance package to assist employees in their retraining efforts.

As previously mentioned, some retraining provisions seek to ensure employee job security by implicitly stating that future human resource needs will be met internally by retraining current employees.

Hudson Bay Mining and Smelting Co. and the United Steelworkers of America, Locals 7106 and 8262 (2000–2002) "It is understood that if new skills are required, the Company shall take steps to provide training for employees so that, by and large, new skill requirements are met from within the existing work force."

Manitoba Hydro-Electric Board and the International Brotherhood of Electrical Workers, Local Union 2034 (2000–2003) "Where possible and feasible, eligible employees will be given the opportunity to undertake a planned retraining program for targeted vacancies to secure ongoing employment."

Some agreements specify who the retraining program is intended for (e.g. displaced workers) as well as who is eligible to participate (e.g. full-time employees).

Harmac Pacific Incorporated and the Pulp, Paper, and Woodworkers of Canada, Local 8 (1997–2003) "The Company agrees to participate in a program of training or retraining for another job within the operation for those employees who are displaced under the circumstances set forth herein." (Permanent mill closure, job elimination, etc.)

Comité patronal de négociation des collèges [Employers' Committee for College Negotiations] **and the Fédération du personnel professionnel des collèges (1998–2002)** [translation] "When an employee changes occupation as a result of a transfer, the College shall submit, if necessary, a retraining plan to facilitate the professional's integration into the new job. The College and the professional shall agree on the retraining terms and conditions."

Manitoba Hydro-Electric Board and the International Brotherhood of Electrical Workers, Local 2034 (2000–2003) "The retraining Development Plan may include use of existing training opportunities such as apprenticeship training, in-house training, course rebate program, external courses and seminars. This program is only available to full-time permanent employees whose positions have been declared redundant or who have been displaced by redundant employees and who have both the potential and interest in pursuing the retraining opportunity."

Retraining may or may not be mandatory for targeted employees. However, refusing retraining may entail certain risks.

Inco Ltd. and the United Steelworkers of America, Local 6166 (1999–2002) "...any employee...may at any time be required by the Company to accept any training in any occupational classification which is offered to him by the Company. ..."

Guilde des manufacturiers de vêtements de mode du Québec [Fashion Clothing Manufacturers' Guild of Quebec] **and the Conseil conjoint québécois of the Union of Needletrades, Industrial and Textile Employees (1998–2002)** [translation] "Any employee who is unable or unwilling to take a training or retraining course shall retain the same classification, or its equivalent, in the bargaining unit. If no alternative trade is available, the parties shall discuss the problem in order to resolve it."

Retraining may also be offered as part of a severance package, to help displaced employees find new jobs. In the event of a lay-off, such a clause can be beneficial to employees who may need to upgrade their skills in order to secure new work opportunities.

Canadian Broadcasting Corporation and the Canadian Media Guild-Administrative Unit (1999–2001) "Any employee who has completed his/her probationary period, and has been selected for employment by the contractor, will be laid-off without right of recall from the Corporation. . . . In addition, the employee will immediately receive educational funding equal to one (1) week's salary per completed year of service or major portion thereof."

Technological Change

Measures designed to cushion the impact of technological change are found in a number of collective agreements. One such measure is to provide retraining opportunities to assist employees in developing the skills required to properly operate the new technologies that have been introduced into the workplace. With regard to training, the following technological change provisions are particularly important: recognition on the part of the employer of the need to minimize the negative effects, requirement on the part of the employer to provide training opportunities, and specification of the length and timing of the training opportunities as well as their impact on pay, benefits and seniority.

In the *Canada Labour Code*, "technological change" means: "(a) the introduction by an employer into his work, undertaking or business of equipment or material of a different nature or kind than that previously utilized by the employer in the operation of the work, under-

taking or business; (b) a change in the manner in which the employer carries on the work, undertaking or business that is directly related to the introduction of that equipment or material."¹

Many provisions dealing with these changes include a commitment on the part of both parties to minimize their negative effects on both the workplace and the workforce.

Technological Change

In January 1998, a requirement on the part of the employer to provide training to employees subjected to the introduction of **technological change** was specified in 21.6 per cent of major Canadian collective agreements, covering 22.3 per cent of employees (501,451), while a general reference to retraining under these circumstances was present in 22.0 per cent of agreements covering 23.1 per cent of employees (518,690).

Canada Post Corporation and the Canadian Union of Postal Workers (2000–2003)

"In carrying out technological changes, the Corporation agrees to eliminate all injustices to or adverse effects on employees and any denial of their contractual or legal rights which might result from such changes."

Following are examples of provisions requiring employers to

provide training to employees subjected to the introduction of technological change:

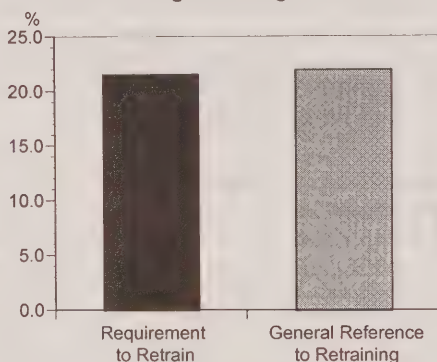
Aéroports de Montréal and the Syndicat des employé(e)s des aéroports de Montréal (CSD) (1998–2001)

[translation] "If the implementation of technological change renders an employee unable to perform his/her duties, the Employer must provide the employee with job-related retraining, provided that the employee has the knowledge and potential required to undergo retraining."

Laurentian Bank of Canada and Laurentian Trust of Canada Inc. and the Office and Professional Employees International Union, Local 434 (2000–2001)

[translation] "The Bank agrees to provide the training needed to enable employees to continue to hold the position they are in, or a position in the same class."

Percentage of Major Collective Agreements with Training/Retraining Provisions



Source: Human Resources Development Canada, Workplace Information Directorate, CAIRS Database (January 1998).

¹ Canada Labour Code, R.S.C 1985, c.L-2, s. 51(1); 1999, c.31, s. 162(d).

Many agreements address other issues of importance to employees such as the length and timing of the training period and its impact on pay, benefits and seniority.

Dominion Stores and the Retail Wholesale Canada Canadian Service Sector Division, United Steelworkers of America, Local 597, AFL-CIO/CLC (1997–2003) "An employee who is displaced from his/her job, by virtue of technological change, will be given the opportunity to fill other vacancies for which he/she is qualified, and has the ability to perform, according to his/her seniority. Should the employee not be qualified, he/she shall be given a ninety-day training period. This ninety-day training period will be provided for the employees affected. Training, whether on or off the job, shall be paid for by the Company. The Company will meet with the employees affected for the purpose of consulting on the effect of the change and to arrange training."

Halifax Regional Municipality and the Halifax Civic Workers' Union, Canadian Union of Public Employees, Local 108 (2000–2004) "Where new or greater skills are required than are already possessed by affected employees under the present methods of operation, such employees shall, at the expense of the Employer, be given a period of time not to exceed nine (9) months, during which they may perfect or acquire the skills necessitated by the new method of operation. There shall be no reduction in wages or salary rates during the training period of any such employee or while the employee is in the reclassified position. Should the introduction of new methods of operation create a need for the perfection or acquisition of skills requiring a training period of longer than nine months, the additional training time shall be provided unless the Employer can prove it is unreasonable or economically prohibitive. The training provided in this article shall be given during the hours of work whenever possible. Any time devoted to training due to technological change shall be considered as time worked. Employees who attend training outside normal working hours, shall be provided with time off in lieu, at straight time rates, at a time to be mutually agreed between the employee and the supervisor."

Government of New Brunswick and the New Brunswick Public Employees Association (1997–2002) "If as a result of change in technology the Employer requires an employee to undertake

additional training, the training will be provided to the employee. Such training shall be given during the hours of work whenever possible. Any training due to technological change shall be at the Employer's expense without loss of pay to the employee."

Board of School Trustees of School District No. 61 (Greater Victoria, B.C.) and the Canadian Union of Public Employees, Local 947 (2000–2003) "Should the introduction of technological change result in substantial changes in an employee's procedures or position and/or increased skills and abilities required, then the Board will provide training and equipment up to a maximum of three (3) months with no loss of pay, benefits or seniority."

Functional Flexibility or Multiskilling

Functional flexibility refers to an employee's ability to perform a wide variety of tasks. Access to a flexible workforce can help firms respond better to labour output requirements, thereby enabling them to remain competitive and improve productivity. However, success in these endeavours will depend on the incentives that employees have for skill acquisition, and on the training opportunities made available.

Providing employees with the opportunity to acquire new skills not necessarily related to their current duties enhances their professional flexibility and, thus, their job security. These measures also have a positive effect on plant production and output. Increasingly, agreements include provisions providing for employee cross-training, thereby ensuring that companies meet their qualification and skill requirements. The following examples highlight provisions pertaining to the issue of functional flexibility or multiskilling.

The first example, taken from a letter of understanding, addresses the issue of workplace flexibility and the training required to ensure its successful implementation.

Hudson Bay Mining and Smelting Co. Ltd. and the United Steelworkers of America, Locals 7106 and 8262 (2000–2002) In the letter of understanding, both parties recognize the relationship between "employment security, employment empowerment and the flexible use of employee skills" aimed at meeting production targets and cost-cutting goals, in order to ensure the continued viability of the enterprise. This

flexibility would allow employees to perform any work provided they possess the necessary knowledge and skills to do so safely. The letter of understanding further states that a subcommittee will be established with responsibility for reviewing training programs designed to provide employees with the necessary knowledge and skills to perform additional duties safely. Job training and education with respect to processes, and the business generally, will be provided and individual development will be encouraged by providing opportunities and resources to allow employees to reach their full potential within the organization.

The second example highlights an incentive mechanism that rewards employees who complete a special training program intended to enhance employee flexibility and who successfully utilize their new skills.

Weyerhaeuser Saskatchewan Ltd. and the Communications, Energy and Paperworkers Union of Canada, Local 1120 (1997–2003) A flexibility premium has been introduced whereby, effective June 1, 1999, "The following payments will be made for flexible work practices: Maintenance employees, 95¢ per hour and Operations and all other employees, 40¢ per hour. To be implemented as follows: Upon ratification of the collective agreement, 45¢ per hour for maintenance employees and 20¢ per hour for operating and all other employees. Immediate utilization of existing skills that may not have been previously used due to restrictive work practices. Employees assisting each other regardless of departmental occupation, 25¢ per hour for maintenance employees and 20¢ per hour for operators and all other employees upon successful completion of each modular training program and utilization of skills acquired as a result of this training. There will be two training modules for maintenance employees and one module for operations and all other employees." Furthermore, the employer and unions agreed to meet to discuss a module-based training program that will enhance the existing skills of employees. The employer will also design and introduce new training programs to facilitate the implementation and evolution of flexible work practices.

The following two examples highlight provisions that offer certain employees the opportunity to acquire new skills through cross-training and job rotation training.

Canada Safeway Limited and the United Food and Commercial Workers Union, Local 2000 (1997–2003) "The Employer shall make cross-training in Deli, Seafood and Meat Wrapping available by seniority to all qualified clerks where hours are (or become) available. The cross-training program shall be designed and implemented so that all employees are given equal opportunity to be cross-trained."

British Columbia Hydro and Power Authority and the Office and Professional Employees' International Union, Local 378 (1997–2002) "Selection for job rotation training will be made only from those employees whose job performance and potential warrant it. It is intended that job rotation will provide selected employees with wider experience and knowledge, to the joint benefit of the individual and the Employer. . . . The selection of employees for job rotation will be the responsibility of Division Managers, but employees may apply to be considered for this training. However, employees are not obligated to accept invitations to take part in job rotation."

Finally, many universities grant their teaching staff educational leaves of absence to allow them to train for another discipline, thereby increasing their professional flexibility.

University of Saskatchewan and the University of Saskatchewan Faculty Association (1998–2001) "Educational leave is intended to assist employees in completing post-graduate work, or to undertake courses of study for the purpose of enhancing their ability to perform their duties, increasing their professional flexibility, or allowing them to be considered for alternative positions in the University."

Board of Governors of Dalhousie College and the Dalhousie Faculty Association (1998–2001) "With the agreement of the Department or other similar units affected, and the Board, a Member may undertake retraining for new duties. When such retraining involves a period of leave, the Member's salary and benefits shall continue and the cost of retraining shall not be the responsibility of the Member. The Member shall carry his/her rank, tenure status and years of service toward sabbatical or special leave during and after the period of retraining."

3. Educational Leave Provisions

Various terms are used when referring to educational leave in collective agreements: career development leave, professional development leave, skills development leave, staff development leave, personal professional development leave, professional improvement leave and educational improvement leave.

Educational Leave Provisions

In January 1998, **job-related educational leave** provisions, either paid or unpaid, were the most frequently cited, that is, in 33.5 per cent of major Canadian collective agreements covering 48.5 per cent of employees (1,089,960), while **general educational leave** provisions were identified in 25.2 per cent of agreements covering 33.5 per cent of employees (753,616) and **sabbatical leave** provisions in 6.5 per cent of agreements covering 6.9 per cent of employees (155,557).

Regardless of the term used, we can group educational leave for training and education purposes under three broad headings: job-related educational leave, general education leave and sabbatical leave. This section focuses on these three types of leave.

Educational leave and sabbaticals give employees the opportunity to take time off to pursue their studies—usually in a recognized educational institution—or undertake activities linked to learning and "personal development." The duration of such leaves, their effects on benefits and seniority, and whether they are remunerated or not vary according to each agreement.

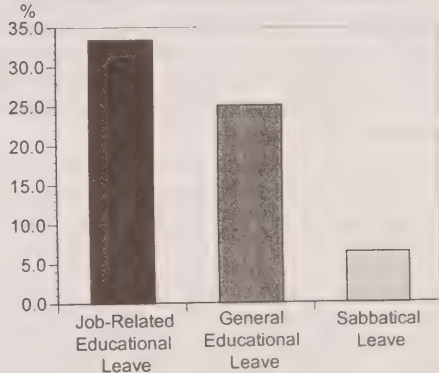
Generally speaking, educational leave provisions address the following issues: requirements (e.g. formal written request, management approval, minimum number of years of service, proof of attendance, successful completion), timing (i.e. during or outside normal scheduled hours), length of leave and the impact on seniority rights (i.e. accrued or non-accrued) and other benefits (e.g. sick leave credits). Finally, job-related educational leave provisions also address the issue of responsibility, for both employers and employees.

The question of remuneration is very important. Some agreements grant leave with full or partial pay, whereas others grant leave without pay. Also, some agreements allow for employees to take advantage of a deferred salary plan.

Job-Related Educational Leave

This type of leave is granted to an employee where, in the opinion of the employer, it is likely to be of assistance to the individual in furthering his/her career development and to the organization in achieving its goals. This could include a course given by the employer or a course offered by a recognized educational institution. It also includes work-related meetings, workshops, seminars, conferences, conventions and study sessions as well as research and scholarly work.

Percentage of Major Collective Agreements with Educational Leave Provisions



Source: Human Resources Development Canada, Workplace Information Directorate, CAIRS Database (January 1998).

Here are a few examples of job-related educational leave provisions with pay:

Emergency Health Services Commission and the Ambulance Paramedics of British Columbia, Canadian Union of Public Employees, Local 873 (1996–2000) "An employee shall be granted leave with pay to take courses at the request of the Employer."

Vancouver International Airport Authority and the Public Service Alliance of Canada (2001–2004)

"The Employer shall grant education leave with pay during an employee's normally scheduled hours for the purpose of taking any courses, seminars or training required by the Employer. The Employer...will pay course registration fees and tuition."

Regional Health Authorities of Prince Island and the Prince Edward Island Nurses' Union (1999–2002)

"Employees authorized by the Employer to attend professional or technical provincial meetings and workshops shall be granted leave of absence with pay."

The following example indicates the conditions typically associated with leave of absence with pay:

Ottawa-Carleton District School Board and the Ontario Secondary School Teachers' Federation (2000–2001)

"Leaves of absence with pay provided for in this Article will be granted subject to the following conditions: a) Continuation of salary and benefits entitlements; b) Without deduction of sick leave credits; c) Without interruption of seniority or experience credit; d) A teacher on any form of leave is not eligible for any other form of leave until the expiry of the initial leave period; e) Upon request by the Superintendent or designate, acceptable evidence verifying the need for the absence will be provided by the teacher."

Moreover, some agreements provide for a paid educational leave for technological change.

Hydro-Québec and the Canadian Union of Public Employees (1999–2003)

[translation] "Management agrees to grant paid leave for any work required by the application of this clause [technical or technological change], until a cumulative bank of 125 person-days per year is exhausted."

Vidéotron Ltée and the Canadian Union of Public Employees, Local 2815 (1999–2001)

[translation] "When technological change calls for new qualifications or qualifications exceeding those already possessed by the employees assigned on the basis of current work methods, the employees may, at the Company's expense, take advantage of a reasonable period in which to develop or acquire qualifications

called for by the new work methods. . . . There shall be no reduction in salary rate for these employees while they are being retrained or when they are reclassified in the new position."

However, not all job-related educational leaves are paid. Some agreements allow for unpaid job-related educational leaves. Although this situation is not ideal, it can nevertheless be beneficial to workers who wish to upgrade their knowledge and skills.

PPG Canada Inc. and the National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (1999–2002)

"An employee with one or more years of seniority may apply in writing for a leave of absence [without pay] for the purpose of attending a recognized primary, secondary or trade school, college or university full time. Such leave will be granted providing that the course of instruction is related to the employee's employment opportunities with the Company. . . . Such leaves of absence will be limited in duration to one (1) year, subject to extension upon application. Seniority will accumulate during such leaves."

Job-related educational leave provisions also include examination and/or convocation leaves, which are not necessarily limited to job-related studies. This type of leave is granted to an employee for the purpose of writing an examination, defending a master's or doctoral thesis or attending a graduation ceremony that takes place during the employee's scheduled hours of work.

British Columbia Ferry Corporation and the British Columbia Ferry and Marine Workers' Union (1998–2003)

"Leave with basic pay to write examinations for a certificate or other qualification may be approved to a maximum of five working days."

Government of New Brunswick and the New Brunswick Public Employees Association (1997–2002)

"Where an employee takes courses or training the Employer may authorize for that employee: (a) leave of absence with pay for the purpose of writing examinations; (b) payment of the expenses of writing examinations; and (c) payment of travelling expenses in accordance with Travel Regulations."

General Educational Leave

General educational leave is granted to employees to enable them to upgrade their knowledge and skills through various learning programs at the request of either the employer or the employee. Such leave is not necessarily directly related to the job. Therefore, most general educational leave provisions are without pay. However, in some cases, they are partially paid, as highlighted by the following example.

Emergency Health Services Commission and the Ambulance Paramedics of British Columbia, Canadian Union of Public Employees, Local 873 (1996–2000) "An employee shall be granted leave without pay, or leave with partial pay, to take courses in which the employee wishes to enrol."

Many agreements have clauses ensuring that seniority rights continue to accrue during such a leave of absence.

General Motors of Canada Limited and the National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada), Locals 27, 199, 222, 636, 1163 and 1973 (1999–2002) "...employees with one (1) or more years of seniority who desire to further their education, may make application for a leave of absence for that purpose. One continuous leave of absence for such education will be granted to eligible employees for a period not to exceed twelve (12) months. Additional leaves of absence may be granted at the option of Local Management. Except as otherwise provided...seniority shall accumulate during such leaves of absence."

Other agreement provisions simply guarantee that seniority rights will not be affected one way or the other (i.e. no gain or loss).

Shoppers Drug Mart Store and the United Food and Commercial Workers, Local 1518 (1997–2001) "Employees with four (4) years or more of continuous service with the Employer shall be entitled to an educational leave of absence for up to one (1) year without gain or loss of seniority as of the time the employee leaves. . . . Seniority shall be the determining factor in scheduling the leave."

Some agreements go further and, in addition to ensuring seniority rights, provide job protection, albeit for a limited time.

Bristol Aerospace Limited and the National Automobile, Aerospace, Transportation and General Workers of Canada (CAW-Canada), Local 3005 (1999–2002) "Upon the request of an employee, leave of absence without pay may be granted for educational purposes up to a maximum of three (3) years. No employee shall lose seniority rights during personal leave of absence not exceeding twelve (12) consecutive months, but shall continue to accumulate seniority during such periods. An employee on leave of absence for longer than twelve (12) months shall maintain the seniority held at the time the limit of accumulation is reached, but shall not continue to accumulate further seniority until the employee returns to work. The return to work of an employee after a personal leave of absence in excess of three (3) months shall be conditional upon the existence of a vacant position, in their classification or other work in which the employee is able to do [sic], at the time of their return."

This final example is representative of the conditions typically associated with general educational leaves:

Weyerhaeuser Saskatchewan Ltd. and the Communications, Energy and Paperworkers Union of Canada, Local 1120 (1997–2003) "Conditions for such leave will be as follows: a) Requests must be submitted at least thirty (30) calendar days in advance of the leave. b) The leave will not exceed twenty-four (24) cumulative months throughout their employment. c) Educational leaves will be limited to one (1) person per crew on a first come, first served basis with mill seniority determining eligibility in the case of simultaneous requests. d) All accumulated time off entitlements must be exhausted prior to the leave period commencing. e) For the first six (6) months of the two (2) year leave, all benefit coverage (exclusive of Weekly Indemnity and Long-Term Disability) will continue. Company, department and job seniority will also continue during this period. f) For any period exceeding the six (6) months referred to above, seniority accumulation and benefit coverage will cease until the employee resumes active employment. Supplementary Health and Dental coverage will be available to the employee at their expense. Life

Insurance coverage will only be made available (at employee expense) for up to twelve (12) months in any block of leave. Credited service for pension purposes will not be granted during this time."

Sabbatical Leave

A sabbatical leave is another type of leave granted to employees in order to allow them to pursue opportunities related to study, research or other work-related interests. A sabbatical leave can be particularly beneficial to employees as a means of remaining competitive in the middle or late stages of their career.

Sabbatical leave provisions are most prevalent in the education, health and social services industries. The vast majority of sabbatical leave provisions (paid, part paid or unpaid) found in major Canadian collective agreements are in these sectors.

The following provision represents a good summary of the intent to grant a sabbatical leave.

York University and the York University Faculty Association (1999–2001) "The purpose of sabbatical leave is to serve the objectives of the University by affording employees a regular opportunity to maintain and enhance their academic and professional competence free from normal on-campus teaching/professional and service obligations. Sabbatical leave is intended to promote high levels of scholarly and professional activity by employees through sustained periods of concentrated study, contemplation, and creative work, and through the extension of the range of contacts of employees to other people, places, experiences, and ideas. . . . Tenured faculty members in the Professional or Alternate Stream are entitled to one (1) full year of sabbatical leave after six (6) years of service. . . . Normally a faculty member will take sabbatical leave every seventh (7) year."

The following examples describe the general conditions of admissibility and length of leave, as well as the level of remuneration.

Université Laval and the Syndicat des professeurs et professeures de l'Université Laval (1999–2004) Once they have acquired at least six years' seniority, [translation] "professors shall receive remuneration

equivalent to 90 per cent of their salary during their sabbatical year. However, their contribution and that of the Employer to the group benefits package and pension plan shall continue to be based on an amount corresponding to 100 per cent of their salary."

University of New Brunswick and the Association of University of New Brunswick Teachers (1998–2001) "Tenured faculty members shall be eligible, upon application to the University of New Brunswick, for consideration for sabbatical leave as follows: a) after six years of full-time service at the University of New Brunswick, one year's leave at 85 per cent of regular salary, or b) after six years of full-time service at the University of New Brunswick, six months' leave at 100 per cent of regular salary, or c) after three years of full-time service at the University of New Brunswick, six months' leave at 85 percent of regular salary."

Halton Catholic District School Board and the Ontario English Catholic Teachers' Association (2000–2002) "In order to qualify for Sabbatical Leave, a teacher must be employed for seven (7) years by the Halton Catholic District School Board and must have accumulated at least eighty (80) days of cumulative sick leave credit. . . . Payment of salary while on Sabbatical Leave shall be a minimum of 70 per cent of the salary the teacher would receive if teaching that year for the Board. Additional salary allowances of 10 per cent for each subsequent year of experience to a maximum of 10 years or 100 per cent of salary will be paid to the teacher granted leave."

One of the rare examples from a sector other than education, health and social services is:

Government of New Brunswick and the New Brunswick Public Employees Association (1997–2002) "An employee may be granted sabbatical leave for varying periods of up to one year for approved study or travel, or industrial attachment where direct application to the employee's area of responsibility exists. Employees covered by this Agreement shall become eligible for sabbatical leave upon completion of seven (7) years of service with the department or agencies covered by this Agreement, and shall receive allowances in lieu of salary of up to seventy-five percent (75%) of the employee's basic salary."

4. Other Training and Education-Related Provisions

Training and Educational Funding

With the exception of companies located in Quebec, Canadian companies are not required by law to invest in training. The Province of Quebec is the only Canadian jurisdiction that requires employers by law to finance training activities.

However, companies and unions have negotiated many different types of funding provisions in order to finance training and educational opportunities. The provisions that exist in major collective agreements are numerous and varied.

Agreements containing such provisions usually require employers to either wholly or partially finance some type of general training and education fund. Such financing can either be a fixed amount (e.g. \$25,000 per year) or an amount proportionate to the number of hours worked by union members (e.g. 1¢ per hour). These funds can be administered by the employer, by the union or jointly. These provisions can be of great use to all employees, including older employees, wishing to upgrade their skills, enhance their basic

literacy and numeracy skills or simply further their own professional development in whichever way they choose.

The following are examples of recently negotiated training and educational funding provisions:

General Motors of Canada Ltd. and the National Automobile, Aerospace and General Workers Union of Canada (CAW-Canada) (1999–2002) This agreement establishes a Training Fund of \$1 million to support the development of training programs. In the second and third year of the agreement, the company will finance the fund by a total of 16 hours per worker, and workers will be entitled to the equivalent of eight hours of training during working hours. The training programs will be determined by the Training Review Committee, working in conjunction with local training committees. Other training and education-related funds to which the employer contributes include 5¢ per hour worked to a union educational leave plan called the Union Education Fund, and 3¢ per hour worked to the Health and Safety Training Fund.

An Act to Foster the Development of Manpower Training (Quebec)*

The purpose of the Act to Foster the Development of Manpower Training, which was passed by Quebec's National Assembly in 1995, is to improve the qualifications, skills, and performance of workers through continuing education.

Under this Act, all employers whose total payroll for a calendar year exceeds \$250,000 are required to allot an amount representing at least 1 per cent of their payroll to provide training to their employees, including apprentices. This amount may also be used to the benefit of trainees or teachers undergoing refresher training in the workplace. Eligible training expenditures include, but are not limited to, training support (e.g. by directly paying for or by reimbursing training-related costs), the provision of personnel, premises or equipment, the granting of paid education leave, or contributions to a collecting body or to the construction industry training fund. Moreover, all expenditures incurred in relation to the implementation of a training plan that is the subject of an agreement between an employer and a certified union are eligible training expenditures. Such an agreement may or may not be part of a collective agreement.

An employer whose total eligible training expenditures are less than the minimum required amount must pay into the Fonds national de formation de la main-d'oeuvre a contribution equal to the difference between these two amounts (i.e. an amount equal to 1 per cent of payroll minus training expenditures for a year). However, an employer whose eligible training expenditures exceed the minimum amount required by the Act can carry forward the excess amount to the following year.

* Prepared by Labour Law Analysis, Labour Program, Human Resources Development Canada. This information is based on legislation in force on February 1, 2002.

City of Winnipeg and the Canadian Union of Public Employees, Local 500 (1999–2002) The agreement between the parties provides for the establishment of a Human Resources Development Fund of \$3 million for the purposes of education, training and staff development. A joint committee will discuss and implement decisions with respect to education, training and staff development requirements associated with the deployment of Canadian Union of Public Employees members affected by organizational restructuring and any new or expanded training programs that are in the interest of both the employees and the City as well as methods of selecting candidates for such training.

Legacy Hotels Corporation and the Hotel Employees and Restaurant Employees International Union, Local 75 (1999–2002) This agreement provides for a Life-Long Learning Fund to which the employer will contribute 1¢ per hour worked per employee covered by the bargaining unit. Inasmuch as the company and the union recognize that education is a continuing process and have a joint belief in providing support to upgrade existing employees, the fund will be used exclusively to upgrade employees' work-related skills or knowledge and to assist employees in the solving of day-to-day challenges in the workplace.

Westfair Foods Ltd. and the United Food and Commercial Worker's Union, Local 777 (1997–2003) The Employer has agreed to contribute 10¢ per hour for every hour worked by members of the bargaining unit to an Education and Training Fund.

Joint Committees

Formal participatory structures in the workplace that acknowledge employees and their representatives as partners of management in problem solving and decision making have been recognized as conducive to a cooperative work environment and to the exchange and dissemination of information. These, in turn, are conditions favourable to productivity improvements.

Unions are much likelier to support productivity improvement measures—such as technological change and workplace reorganization—when they are consulted and directly involved in the design and implementation of such measures. At the very least, unions expect to be informed through advance notice of changes.

Joint committees (also termed union-management, labour-management, joint steering or senior-level committees) are the typical mechanisms—outside collective bargaining—by which unions and management can share information and jointly participate in decisions that affect workplace changes and employer-employee relations generally.

Some committees serve mainly to convey information (usually from management to the union) and to discuss issues on a purely consultative basis. However, some provisions in collective agreements provide for joint committees to study issues and to make formal recommendations to management.

Issues that can be discussed by a joint committee are often open ended—for example, "issues of mutual interest"—but may be limited to issues that are not dealt with under the grievance procedure.

In some cases, collective agreements specifically indicate particular issues—many of which are directly related to productivity—to be dealt with by joint committees. With regard to training, retraining and educational leaves, these issues may include training programs, apprenticeship programs, career development, professional development, career planning and development, education, educational leave, sabbatical leave, and technological change.

Joint committees operate within terms of reference that may include operating and decision-making procedures.

Conclusion

In this article, we have highlighted provisions in major collective agreements in Canada pertaining to training, retraining and educational leaves and examined how they relate to productivity improvement. Although studies have demonstrated a link between training and labour productivity, more research is needed to determine the actual take-up rate of training programs and to explain the role of workplace practices related to training, retraining and educational leaves in productivity differences amongst firms.

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Coming in the Next Issue!

More details from the 2000 HRDC Survey on Innovation and Change in Labour Organizations in Canada will be reported.

CONTRACTING-OUT PROVISIONS IN CANADIAN COLLECTIVE AGREEMENTS—A MOVING TARGET

Patrice Jalette
École de relations industrielles
Université de Montréal

Peter Warrian
Centre for Industrial Relations
University of Toronto

Introduction

Contracting-out goes to the very heart of labour relations since it provokes "Hot Button" issues such as management rights, the boundaries of the bargaining unit and union security. The tension between flexibility and job security epitomizes many current labour-management conflicts. Contracting-out can be defined as an arrangement entered into by an employer with an outside firm whereby production or service work, which was or could have been done using the organization's own employees and equipment, is performed by the outside firm (Young, 1964). Contracting out and outsourcing are used synonymously in this paper. The term privatization, on the other hand, is often used to describe the contracting-out of public services to private firms, but privatization can also encompass asset sales, internal market arrangements, private-public partnerships, and public market liberalization (ILO, 2001a).

Contracting-out as experienced in the unionized sector has not been the subject of recent studies. Nevertheless, there is evidence that, for different reasons, management and organized labour are

more and more concerned about outsourcing, especially in the context of the restructuring of the economy over the past decades. Given these concerns, one would expect the issue to be reflected in collective agreements. The main goal of this paper is to describe trends in contracting-out provisions in different sectors of the Canadian economy in the last two decades using primarily unpublished data on Canadian collective agreements. Before discussing these trends, we will examine the macro and micro factors that may have an impact on contracting-out and on related provisions in labour contracts.

Macro Influences

Many factors can be identified as having set the stage in organizations for the introduction of, or the greater reliance upon, outsourcing. Since pressures in the private and the public sector are different, they will be discussed separately. A common element in both sectors is that subcontracting has played different roles in the restructuring processes at the industry and firm-specific level (Rees and Fielder, 1992). Organizational restructuring has had a direct impact on the labour market. For many, job

security is no longer the norm. The legal context is another factor likely to favour or discourage the development of contracting-out. All these factors have influenced decision making and the development of contracting-out and related provisions.

Pressures in the Private Sector

In North America, organizations and employees have been subjected to numerous changes in the past 20 years. Among the main events driving these changes were the recessions of 1980–81 and 1991–92, trade agreements (Canada-U.S. Free Trade Agreement in 1989 and North American Free Trade Agreement in 1991), technological change and deregulation. These have created the need for large-scale restructuring of corporations, which have chosen to cut costs, differentiate their product, or both.

In terms of human resources, these business strategies have translated into two strategic options: the "high road" and the "low road" (Verma and Chaykowski, 1999). The former is characterized by practices eliciting a high level of involvement among workers (work teams, joint

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problem-solving, training, job rotation, etc.), while such practices as layoffs, temporary or contingent work and outsourcing characterize the latter (Osterman, 1999). These "roads" can nevertheless coexist in the same enterprise, as one can see using the "core-periphery" perspective: core employees will be covered by (or subjected to) "high-involvement work practices" and will be surrounded by peripheral employees covered by (or subjected to) "low-involvement work practices" (Levin, 2001). In practice, contracting-out can be part of either a "low-road" strategy, oriented toward cost reduction, or a "high road" strategy, aiming for organizational flexibility.

Because of its flexibility and cost reduction promises, contracting-out seems appealing to many employers in turbulent times. In the United States, data from the National Establishments Survey, reported by Osterman (1999), show that, between 1992 and 1997, 38.5 per cent of establishments surveyed (covering 48.2 per cent of workers) said they had outsourced activities or products that had previously been done in-house. In Canada, in a recent survey sponsored by the Canadian Federation of Independent Business conducted in manufacturing, transportation, and part of the services industry (Halley, 2000), 66.9 per cent of the enterprises surveyed said they had given contracts to subcontractors, and 64.2 per cent said they had acted as a subcontractor for another company. Only 19.6 per cent said they had never contracted out or acted as a contractor. These numbers support the view that outsourcing has become a mainstream business practice in many firms.

Pressures in the Public Sector

Just as the private sector has been under pressure for change in recent decades, the public sector has been under a variety of pressures for change in the 1990s (Belman, Gunderson and Hyatt, 1996). An entirely new public sector context, characterized by deficit pressures, new management techniques and anti-big government sentiment (Warrian, 1996), has seen government employers in Canada adopt both "high-road" and "low-road" strategies. However, with the limited exception of some innovations at the local workplace level (Verma and Lonti, 2001) and some co-operation experiments, Canadian governments have primarily relied on hard bargaining and legislative action ("low-road" strategies) to achieve public sector restructuring. This has had a significant effect on public sector employment: a 15 per cent decrease from 1991 to 1997 (Swimmer, 2001).

In many countries over the last decade, contracting-out, often associated in the public sector with privatization, has been seen as an important tool in responding to criticisms of the efficiency and effectiveness of public services (ILO, 2001a). Many experiments with outsourcing and privatization took place in the civil service and in health care and municipal services, but the results were not always those expected (Sclar, 2000; Walsh, 1996). According to Warrian (1996: 76) contracting-out is only a part of the new model emerging in the public sector: "There will be contracting in, out and between as various boundaries of the organization change."

The most important factor distinguishing collective bargaining in the public sector from the private

sector is the role of politics (Swimmer and Thompson, 1995). Privatization and contracting-out are generally on the political agenda when right-of-centre parties govern (Thompson, 1995). The Harris government in Ontario is typical. It amended the *Crown Employees Collective Bargaining Act* in 1995 by removing the successor rights provisions in order to facilitate privatization and downsizing (Rose, 2001).

Contracting-out has always been an important issue at the municipal level as well (Graham, 1995), but it took on added importance with annexation and amalgamation. Everything is on the table, from the type of services municipalities provide to the need to harmonize collective agreements. The government of Margaret Thatcher in the United Kingdom required that local authorities pursue contracting-out. The Ontario government has recently required municipalities to consider it. Additional economic pressure has come to bear on municipalities when they have insufficient financial resources to fulfil some of the newly mandated services dictated by provincial governments without corresponding transfers of funds. This type of devolution has frequently forced local authorities to try to reduce labour costs and balance their municipal budgets by contracting-out services (ILO, 2001b).

Labour Market

Economic restructuring of firms and governments had direct effects on the labour market. According to Osterman (1999), layoffs, the erosion of job security, the rise of contingent work, wage inequality and the decline of unions have engendered a less secure labour market in the United States.

Comparable developments have taken place in Canada. For example, part-time and contingent work are increasing, amounting to about one-third of employment in Canada (Lispett and Reesor, 1997). But unlike the United States situation, a significant share of the Canadian workforce remains unionized: around 30 per cent (Mainville and Olineck, 1999). The prevailing climate of insecurity in the labour market has made unions very concerned about threats to job security represented by outsourcing.

Legal Context

In every jurisdiction in Canada, contracting-out is permitted unless there is a collective agreement prohibiting it (Sack and Poskanzer, 2001; Corry, 2000). For instance, contracting-out is referred to in the *Nova Scotia Trade Union Act* (s. 31.2), which states that the labour board can conclude that a transfer of the business or part of it has taken place if the employer uses contracting-out to avoid collective bargaining. Recent changes to the *Labour Code* in Quebec similarly enable the labour board to determine that the new employer remains bound by the collective agreement until the date of its expiry (instead of one year) if it considers that the transfer has been made for the purpose of dividing a bargaining unit or interfering with the power of representation of an association of employees (section not yet proclaimed into force). Under Saskatchewan's *Trade Union Act* (s. 37.1), the sale of a business will be deemed to have occurred in a transaction where employees had provided the service on premises that were their principal place of

work and where their employer ceased to provide that service at the site and where another employer subsequently provides similar services at that site. A similar provision was enacted in 1992 in Ontario's *Labour Relations Act* but was repealed in 1995.

Contracting-out is closely linked to the issue of successor rights. Federal and provincial laws preserve the collective bargaining rights of the union in cases of the sale or transfer of all or part of a business. The public policy purpose is to bind the succeeding employer to the collective bargaining regime that was already in place (Adams, 2001). Contracting-out generally, but not automatically, triggers successor rights provisions. Nevertheless, contracting-out has often been identified as successorship in Quebec because of a broader scope of the provision in the law or because of the general tests applied by its labour relations tribunals (Adams, 2001; Corry, 2000).

Two recent Supreme Court decisions,¹ however, may induce labour boards across the country to review the principles they apply in determining whether or not contracting-out falls under successor rights legislation. Because of the statutory protection regarding successor rights (which is a public order provision), most collective agreements do not contain provisions binding a successor to the current bargaining unit certification and to the collective agreement (Corry, 2000). Recent modifications to Quebec's *Labour Code* will enable the parties to opt out in case of a partial transfer. In

this case, a new employer is not bound by the certification or the collective agreement where a special agreement on the transfer contains a clause to the effect that the parties elect not to apply to the Commission to request the application of section 45 about successor rights (section not yet proclaimed into force).

However, in spite of the rather stable and non-interventionist legal context, employers' associations have continued to lobby for the deregulation of contracting-out. For example, both the Canadian Federation of Independent Business (Quebec chapter) and the Conseil du Patronat du Québec are lobbying strongly for the reduction of the stringent contracting-out rules, which are seen as the main impediment to economic growth in Quebec (Brown, 2001; Millan, 2001). L'Union des municipalités du Québec has made several appeals to the Quebec government in order to exclude completely the municipal sector from the application of the successor rights provision (Mireault, Bernier and Bessette, 1997). The Association of Municipalities of Ontario is seeking a similar exemption.

To conclude this brief description of the legal context, the law does not impede subcontracting except in relatively well defined circumstances (e.g. an anti-union animus or the sale of a business) that are interpreted by labour relations tribunals in a strict sense or in a liberal sense depending on the jurisdiction. For the most part, direct constraints on contracting-out for a unionized employer are not contained in the law, but in the

¹ Sept-Îles (City) v. CUPE, Local 2589 and Ivanhoe Inc. v. UFCW, Local 500. Both were released in July 2001.

collective agreement. Parties are left with the freedom to bargain these issues on the terms they themselves establish.

Micro Influences

The macro factors constitute the general background that may influence the parties' decision to consider contracting-out matters in their agreements. In the event, it is the employers' and the unions' own motives and efforts to reconcile their interests that ultimately determine the existence and the nature of contracting-out provisions in their collective agreements. The motivations of the parties, however, are not one-dimensional and need to be considered from a number of angles.

Employer Motives

Outsourcing is primarily motivated by the employer's search for increased flexibility (Benson and Ieronimo, 1996; Harrison and Kelley, 1993) to cope with a turbulent and competitive environment (Deavers, 1997). The "core-periphery" model, which for many observers represents the ultimate flexible organization, consists of a core group of highly paid, skilled workers supported by outside contractors and temporary and part-time help (Sharpe 1997). Outsourcing peripheral activities allows the organization to concentrate on its core competencies (Rees and Fielder, 1992). The flexibility motive encompasses a number of managerial concerns, which are well summarized in a European study on outsourcing in motor manufacturing: "The driving

force for outsourcing is the search for maximum specialization in high added value activities, with the lowest risk at the lowest cost" (Caprile and Llorens, 2000). This core employer motivation, so, may itself be directed at several different outcomes.

Holmes (1986) notes three types of subcontracting: capacity subcontracting, specialization subcontracting and "cost-cutting" subcontracting. (1) The first type refers to the situation of an organization that does not have the production capacity to respond to the demand for its products or services in a timely fashion. (2) Specialization subcontracting occurs when special skills or equipment are not available "in house" for some reason (e.g. a new need, irregular demand or non-critical expertise for core activities) and the employer gets this expertise from outside. (3) The last type of subcontracting, "cost-cutting," is when other firms can do the same work more cheaply, either because they are more efficient or because their labour costs are low.² In summary, employers will contract out in order to meet peak workloads, to acquire specialized services or to save money (Abraham and Taylor, 1996).

There is no doubt that costs are an important factor in contracting-out behaviour. According to economic theory, outsourcing will take place only when the costs of the "in-house" production are greater than the sum of the costs of the outside service contractor plus the transaction costs—the costs incurred by a contractual arrangement (Sclar, 2000). The search for

cost savings is, wrongly or rightly, typically seen as the most important outcome pursued by outsourcing firms (Deavers, 1997; Sharpe, 1997).

In unionized firms, labour costs, mainly wages and benefits, are presumably higher than in the contractor firms (Rees and Fielder, 1992). Other specific goals for outsourcing in the unionized sector include the search for quality improvements, greater reliability of delivery and quality (Perry, 1997) and union avoidance (Harrison and Kelley, 1993).

By raising wages and benefits and upholding restrictive work rules, each of which has impacts on labour costs and flexibility, the mere presence of a union is an incentive for an employer to outsource (Perry, 1997). One would expect unionized employers to engage in subcontracting more than non-unionized employers, who are presumably more able to control their labour costs and maintain a more flexible workforce. But even in the absence of a union, high-wage firms may find it attractive to contract out at least some peripheral activities (Abraham and Taylor, 1996). Contrary to the conventional wisdom, the exact direction of the union effect on contracting-out is not necessarily self-evident.

Public sector employers seem to share similar general motives with employers in the private sector: flexibility, costs, etc. As a part of an adversarial bargaining strategy, the threat of contracting-out can be used as a leverage to obtain employee concessions, as in the

² It is assumed that contractors have lower costs than the firm, at least for some levels of production. Otherwise, it is better for the firm to contract out all its activities and cease to exist (Abraham and Taylor 1996).

private sector (Giles and Starkman, 2001). Contracting-out, privatization and discontinuation of programs represent the public sector equivalent of shutting the plant and moving capital elsewhere (Swimmer, 2001). Warrian (1996: 112) also points out the "usefulness" of contracting-out at the bargaining table: "...while there is little evidence that contracting-out works, there is abundant evidence that the threat of *contracting-out works*, if it moves the parties to jointly seek new arrangements to reduce costs and improve services *within* the public sector."

In the municipal sector, some services are better candidates for outsourcing than others (Whelan, 1999): new services, services that have easy-to-specify outputs and services requiring specialized skills or equipment. Hirsch and Osborne (2000) observe that, in spite of its alleged virtues, contracting-out of municipal services rarely occurs. There are three reasons for this: the need for accountability, the lack of efficiency gains, and the opposition of pressure groups (especially unions).

Union Motives

Unions have vigorously fought contracting-out because of the threat that it represents to the jobs and the working conditions of their members and to their own existence (Young, 1964). Sack and Posanzer (2001: 15–25) state that, "From the union's point of view, contracting-out reduces employment opportunities and job security, weakens the union's bargaining position, depresses wages and benefits in the industry, creates a

fragmented labour force, and seriously undermines the effectiveness of the strike weapon."

Unions primarily seek to restrain contracting-out through contractual regulation, with the objective of securing the jobs of their members. Contractual job security, through contracting-out provisions, is often seen as a vital precondition for achieving employee involvement, a high-performance work environment, and labour-management partnerships (Gray, Myers and Myers, 1999).

One would expect that subcontracting would be less likely to occur if a union is present in the workplace because of these potential restrictions on management contracting-out behaviour (Harrison and Kelley, 1993). However, as discussed below, analysis of contract data indicates that contractual provisions generally do not prohibit outsourcing. More often they qualify it or subject it to a limited procedure.

Collective Agreements and Contracting-Out Provisions

Ultimately, it is the parties sitting at the bargaining table that have the greatest influence on contracting-out in unionized settings. In practice, there is a wide range of provisions the parties can agree to, and a comprehensive framework is needed to study these provisions in depth.

Contracting-out can be totally permitted or totally prohibited: the two extremes of the continuum. Depending on your point of view,

intermediary provisions generally permit or limit contracting-out under certain conditions. For example, Sack and Poskanzer (2001) differentiate "prohibition with exceptions" provisions from "restriction on contracting-out" provisions. These conditions generally deal with one or several of the following five factors: (1) *What* type of work can or cannot be contracted out. (2) *When* contracting-out can or cannot take place. (3) *Who* can or cannot be the contractor. (4) *How* a contract can or cannot be contracted out. (5) What are the *impacts* of contracting-out.

The first question relates to the nature of the work: for example, construction, major maintenance, production work, work currently or historically performed by inside employees. The second question relates to the circumstances under which contracting-out can be allowed: emergencies; coping with peak or urgent production; personnel, skills, facilities or equipment not available at the site; installation, maintenance and repair; guarantee-related work done by the equipment vendor or supplier, etc. Another issue is to whom the employer wants to contract out the work. In some agreements, the work can only be subcontracted to a contractor who employs members of the same union or is already covered by a collective agreement,³ or to a contractor providing the same level of wages and benefits to its employees. The fourth issue relates to procedures that must be followed when an employer wants to contract out. Advance union notification, consultation or approval is required in certain cases. Less frequently, a bipartite committee

³ A similar provision, observed especially in the construction industry, where employees can refuse to work with non-unionized workers, is called a non-affiliation clause.

may be formed to examine alternatives to a contract being given out, or to review and perhaps recapture already contracted-out work (Sack and Poskanzer, 2001). Finally, as noted above, the effects of contracting-out on the bargaining unit members is a crucial union concern. Often, contracting-out will be permitted only if it does not lead to employee layoffs, changes to employment conditions, loss of hours or pay, non-recall of a laid-off employees, etc.

Not all collective agreements with contracting-out provisions deal with all of these issues. Only a few agreements can be classified under one of the two extremes of the continuum (contracting-out entirely permitted or prohibited). Since combinations of many non-mutually exclusive conditions addressing different issues may be found in the same collective agreement, the classification of these provisions is not an easy task.

The review of these macro and micro factors affecting contracting-out and related provisions in labour contracts leads to three hypotheses. First, the rising concerns of both parties related to contracting-out in the last few years should have meant a rise in contracting-out provisions in collective agreements. Second, this growth of contracting-out provisions should have been more important in the public sector, since the pressures on the parties there have been greater recently than in the private sector. Finally, as there are multiple motives for outsourcing and different sector contexts, we should expect a very definite pattern in provisions: mixed motives should produce mixed provisions responding to mixed situations. In order to test our three hypotheses, historical trends in contracting-out provisions need to

be explored in terms of both the presence of provisions and their nature. Only secondary data from a public source can provide this information.

Data and Methodology

The data utilized for this study were compiled from the library of collective agreements maintained by the Workplace Information Directorate of Human Resources Development Canada. The Directorate tracks and analyzes thousands of Canadian collective agreements in all sectors. It is important to note that changes have been made recently in the compilation of data. The database used to include all settlements covering 500 or more employees in provincial jurisdictions and 200 or more employees under federal jurisdiction. Data depicting the evolution of contracting-out provisions (cross-sections 1986, 1992 and 1998) are taken from this database.

In January 2000, a major change was made when the Directorate moved from a census survey methodology to a stratified sample survey methodology (Roy, 2000). The move had two impacts on the database. First, the Directorate now tracks a stratified sample of bargaining units with 100–499 employees; second, the settlements covering 500–1999 employees are now sampled instead of being all surveyed (census). There is now more detailed coding of many provisions including contracting-out (Plante, 2001). This more detailed and recent (November 2001) information is included here.

The cross-sectional data (1986, 1992 and 1998) provide interesting but somewhat limited information

on the presence of these provisions in collective agreements. In order to complete the dataset, data published in 1985 have been compared with 2001 data. Even though the 1985 and the 2001 data were not collected in exactly the same way, they provide a good supplement to our trend analysis. Breakdowns for four sectors are provided: private sector (private sector, federal sector, and utilities and telephone companies), public sector (provincial and federal administrations), local administration sector, and health and education sector.

Results

Figures 1 and 2 respectively depict the evolution between 1986 and 1998 of the proportion of collective agreements in Canada that contain a contracting-out provision and the evolution of the number of employees covered by these agreements. The general trend during the period is an increasing presence of contracting-out provisions, which went from 37.7 per cent of the agreements to 55.3 per cent. The proportion of employees covered grew also, from 42.9 per cent in 1986 to 62.6 per cent in 1998.

Among sectors, the rise was proportionately the greatest in the public sector. The presence of contracting-out provisions has more than doubled in terms of the proportion of collective agreement provisions (from 23.3 to 54.6 per cent) and has more than tripled in terms of employees' coverage (from 19 to 64 per cent). Both figures show also that the private sector was the sector with proportionately the highest number of contracting-out provisions and the highest number of employees covered (respectively 61.8 per cent and 67.6 per cent in 1998). The

trend in the education and health sector was a steady rise, but not as great a rise as in the public sector. Finally, in the local administration sector, the growth of the influence of contracting-out provisions was greater in the first half of the period (1986-1992)

In figures 3 and 4, 1985 and 2001 numbers related to the types of contracting-out provisions in collective agreements are presented side by side. Even if the comparison is tentative because of the population and coding dissimilarities between these two cross-sections, the numbers throw some light on actual restrictions of contracting-out. First, the most

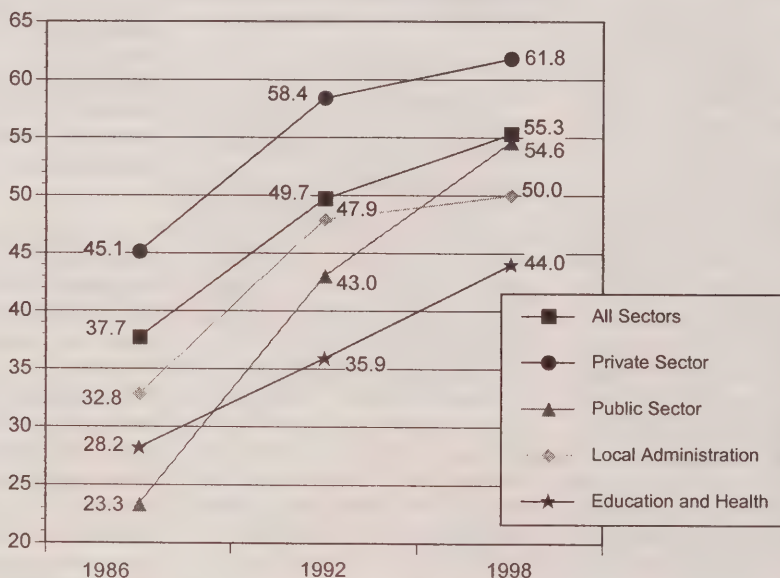
prevalent type of provision in both years is the "no layoff" provision, which specifies that contracting-out is allowed unless it causes layoffs of bargaining unit members. Second, complete prohibition of contracting-out remains a marginal phenomenon. Third, the permitting of contracting-out if the subcontractor is unionized or abides by the agreement seems to have gained influence through the period, but the evidence is limited.

Data for the year 2001 depict interesting trends. It seems that a substantial proportion of the sample requires that the union be notified in advance (almost 40 per cent). This requirement is the second

most frequent provision, in terms of proportion of agreements and employees covered, after the "no layoff" provision. Moreover, the tentative general pattern suggested is that large agreements (covering more workers) contain union notification and "no layoff" provisions. Smaller agreements provide that contracting-out is permitted if equipment or qualified employees are not available and other conditions permitting contracting-out are satisfied. Finally, although complete prohibition of contracting-out is rare—fewer than 3.0 per cent of agreements and just over 5.0 per cent of employees covered—it seems to happen in agreements from larger bargaining units.

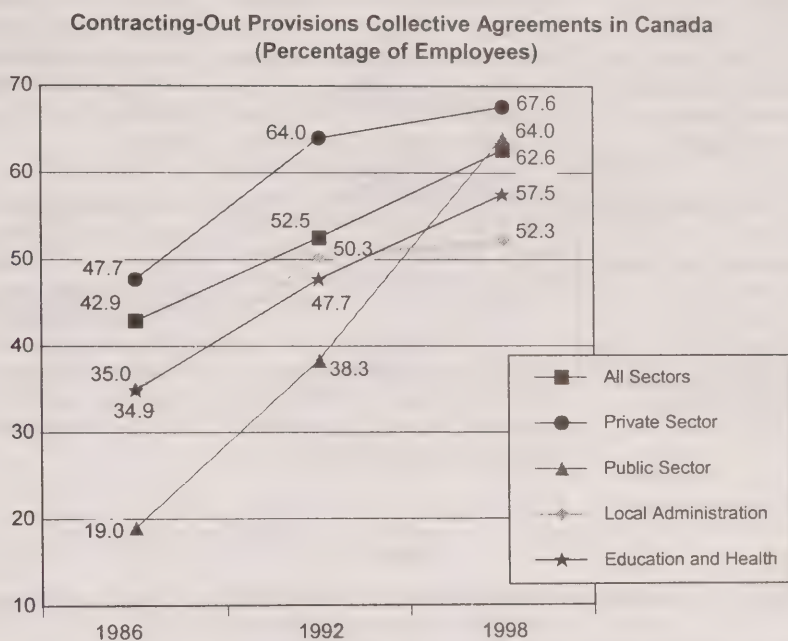
Figure 1

**Contracting-Out Provisions in Collective Agreements in Canada
(Percentage of Collective Agreements)**



Source: Human Resources Development Canada, Workplace Information Directorate, CAIRS Database, September 2001. (N=1,016 in 1986; 1,200 in 1992; and 1,038 in 1998)

Figure 2



Source: Human Resources Development Canada, Workplace Information Directorate, CAIRS Database, September 2001. (N=2,037,700 in 1986; 2,454,940 in 1992; and 2,178,411 in 1998)

Discussion

The trend in the population studied is that there are fewer and fewer collective agreements that do not address contracting-out. This shows that contracting-out was increasingly a concern for labour and management during the period. The economic context prevailing at the time seems to have made employers more interested in outsourcing as a means to restructure the organization, which in turn made unions worried for the jobs of their members.

This trend is particularly obvious in the public sector. The new public sector context that emerged during these years appears to have played a major role in the

rise of contracting-out concerns. Contracting-out or privatization was openly or subtly on the agenda of many of the governments across the country as a way to cope with deficit and debt pressures. As a result, even if the union has the greatest interest in the introduction of limitations on contracting-out provisions, the employer in the public sector, as in other sectors, may obtain union concessions on other working conditions when agreeing to introduce this kind of provision.

In other sectors, contracting-out seems to have been an important concern during the period, but not as high profile as in the public

sector. In these sectors, the trend toward the inclusion of contracting-out provisions in major collective agreements seems steady but less abrupt, perhaps because the maximum number of collective agreements that could potentially have a contracting-out provision was approached. For example, police officers' and firefighters' collective agreements in the municipal sector and teachers' agreements in the education sector almost never contain a contracting-out provision.

In terms of the public debate on these matters, we are faced with several paradoxes. The sector with the highest level of contracting-out

provisions is the private sector, which is of relatively little concern among commentators. The highest levels of public sector debate are taking place in the health and education sectors, where there is only a moderate presence of contracting-out language.

Contracting-out is a crucial aspect of labour-management relations, and its development and trends warrant close analysis. This is conventional wisdom. However, to understand this obvious fact in the proper context requires consideration of two additional factors.

First, contrary to traditional union expectations and rhetoric, employer motivation is not restricted to the one simple factor of cost. There are multiple factors including capacity, technology, a skill shortage and the business environment that management in the new economy—private and public sector alike—may have to take into consideration in making outsourcing decisions. The motivation is not simply anti-union animus.

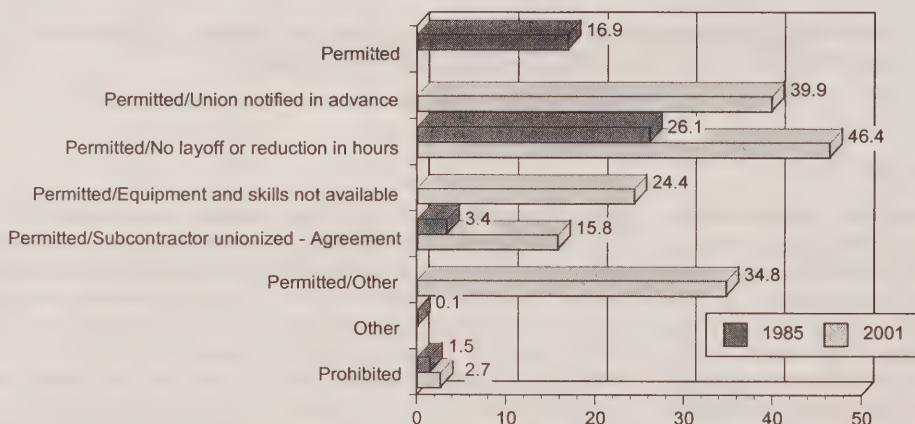
Second, because the motivation is not simple or one-dimensional, the outcomes in terms of the actual provisions of collective agreements

are divergent, as shown by the figures. Not one problem, not one solution. The parties have been negotiating along a continuum of contractual choices, and these pathways will probably deepen and become more divergent in the future.

The diversity of outcomes in the collective agreements database is confirmed in our, albeit preliminary, trend analysis discussed above. The recent changes to the survey methodology will allow researchers to actively monitor these developments in more fine grained and nuanced ways in the future.

Figure 3

**Types of Restrictions on Contracting-Out Provisions in Collective Agreements in Canada
(Percentage of Collective Agreements)**



Note: The classification categories of contracting-out provisions changed between 1985 and 2001. For some categories, data are available only for 1985 or for 2001.

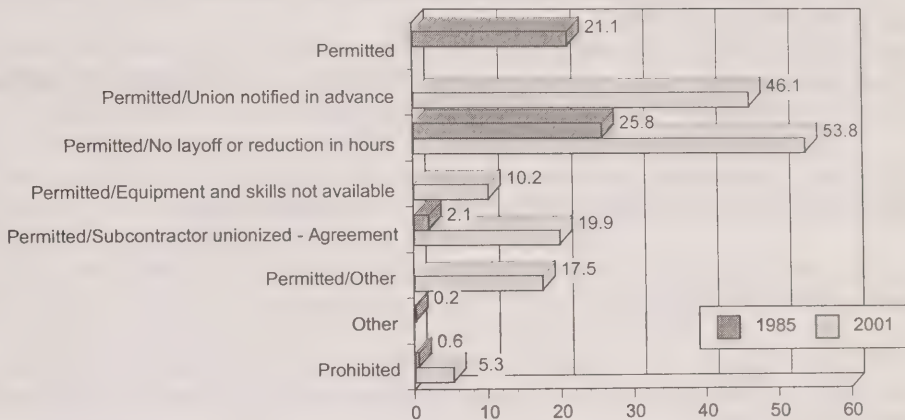
Sources:

1985 data from Labour Canada. July 1985. Provision in Major Collective Agreements cover bargaining units of 500 or more employees in all industries (excluding construction). Items can be summed. (N=960)

2001 data from Human Resources Development Canada, Workplace Information Directorate. CAIRS Database, November 2001. Collective Agreements cover bargaining units of 100 or more employees in all industries. Items cannot be summed because they are not mutually exclusive (excluding the prohibition category). (N=632)

Figure 4

**Types of Restrictions on Contracting-Out Provisions in Collective Agreements in Canada
(Percentage of Employees)**



Note: The classification categories of contracting-out provisions changed between 1985 and 2001. For some categories, data are available only for 1985 or for 2001.

Sources:

1985 data from Labour Canada. July 1985. Provision in Major Collective Agreements cover bargaining units of 500 or more employees in all industries (excluding construction). Items can be summed. (N=2,034,615)

2001 data from Human Resources Development Canada, Workplace Information Directorate. CAIRS Database, November 2001. Collective Agreements cover bargaining units of 100 or more employees in all industries. Items cannot be summed because they are not mutually exclusive (excluding the prohibition category). (N=1,097,469)

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WORKPLACE VIOLENCE—AN ESCALATING CHALLENGE

Lisa Meiser
Communications, Labour Program
Human Resources Development Canada



*Claudette Bradshaw, Minister of Labour
Warren Edmondson, Assistant Deputy Minister*

On November 29-30, 2001, federal Minister of Labour, Claudette Bradshaw, and ministre du Travail du Québec, M. Jean Rochon, co-hosted a tri-national conference on violence in the workplace.

Over 200 delegates attended the conference, which took place in Montréal. Experts from Canada, the United States and Mexico shared knowledge and experiences from their respective nations. The challenge—to shed light on the causes and possible solutions to the escalating violence in North American workplaces.

The conference opened with heartfelt remarks from Minister Bradshaw welcoming the delegates on behalf of the Government of Canada. "Your presence here in

Montréal shows the commitment of our three countries to work together to promote improved working conditions and prevent violence in the workplace", explained Minister Bradshaw. "The issue of workplace violence started to raise concern in North America in the 1990's, but despite greater awareness, workplace violence continues to cause injuries and death. That is unacceptable. No one should have to be afraid to come to work."

The conference itself was set up in such a way that after each speaker, delegates had the opportunity to participate in roundtable discussions and could then present their ideas in a mediated discussion.

The keynote speaker, Vittorio Di Martino, author of the ILO Report "Violence at Work," began his presentation by defining workplace violence as not just physical, but psychological as well. He established that whatever the form, violence in the workplace causes fear, stress, and anxiety that are damaging to the employee and ultimately, the organization.

Throughout the discussions and presentations, experts noted the importance of recognizing minor, repeated acts of violence, which individually may seem small, but when grouped together can be seen to have long-lasting negative consequences on the health and safety of the people concerned.

Data suggests that there is not a single accepted description of an act of workplace violence—there is an entire matrix of risk factors—and that makes it difficult to think about preventive strategies, because there is no single answer to the problem. It was noted, however, that much data is still needed to make the case that having a violence prevention program at work is actually a cost saving measure.

It was also noted that the danger varies extensively by industry and occupation, with nurses, janitors, and taxi drivers among those most at risk.

Though it is difficult to quantify, the costs and consequences of workplace violence are very real. Workplace violence hasn't gone away or declined. Rather, it is a serious and growing problem of international concern. Canada, the United States and Mexico will continue to work towards safer and healthier workplaces.

The conference, which received extensive media coverage, was organized by the Canadian, American and Mexican governments under the Cooperative Work Program of the North American Agreement on Labour Cooperation. This agreement, which came into effect on January 1, 1994, provides for collaborative activities on matters of mutual interest. The Labour Cooperation agreement, along with the Agreement on Environmental Cooperation, complement the North American Free Trade Agreement.

Nine Steps for Developing a Workplace Violence Prevention Program

1. Determine the specific risks of workplace violence within the organization by conducting a detailed risk assessment.
2. Write a workplace violence prevention policy that articulates management's commitment to preventing workplace violence and provides examples of unacceptable behaviours and working conditions, as well as consequences and corrective measures.
3. Develop specific measures to eliminate or minimize risks. Using the principles of basic industrial hygiene practice, prevention can be achieved through administrative practices (such as policy development), workplace design (office layout), and specific work practices (cash-handling procedures).
4. Establish procedures for reporting on and investigating violence.
5. Establish an emergency response plan, which clearly and specifically outlines how to respond to a serious incident in progress.
6. Develop the resources and means to provide victim support services, including formal or informal counseling, legal advice or time off.
7. Conduct follow-ups on any incidents that occur.
8. Train and educate employees on workplace violence prevention policy and procedures.
9. Conduct a program review annually, or more often if there is a significant change in the workplace.

*Jessie Callaghan
Canadian Centre for Occupational Health and Safety*

HARD TIMES FOR TRADE UNIONS—NADIR OR NEW ERA?

Roy J. Adams
McMaster University

Neo-Liberalism Tough on Unions

The neo-liberal era which made its appearance in the early 1980s has produced a drastic reduction in trade union economic and political influence around the globe. Unions have gone through hard times before and so initially, the general presumption was that they would eventually snap back. After two decades of difficulties, however, some scholars are now beginning to wonder if, rather than a low point in the cyclical variation in union fortunes, we have entered an entirely new era for organized labour.

The United States Labour Movement has been Hit Especially Hard

Among the hardest hit of labour movements is that of the United States. Unlike its counterparts elsewhere, its decline had already begun in the 1950s. Membership erosion more or less stabilized in the 1970s but has steadily declined during the past two decades. A recent study by Henry Farber and Bruce Western (2001) suggests that union density in the United States private sector is under 8.0 per cent and at current organizing rates will not reach a steady state until it falls to 2.0 per cent. At that rate, the trade union movement will be little more than a marginal interest group instead of a major social partner.

What are the prospects for trade union revival in the United States? That is the subject of *Rekindling the Movement, Labor's Quest for Relevance in the 21st Century* (Turner, Katz, Hurd and contributors, 2001).¹ In 1995 John Sweeney led an insurgent slate of "New Voice" candidates to victory in a contested election for leadership of the American Federation of Labor Congress of Industrial Organization (AFL-CIO), the only American labour federation of importance. The platform called for massive additional resources and energy for both organizing and political action. The purpose of this book was to examine these union revitalization efforts.

Among the developments considered are assessments of the AFL-CIO's union cities campaign, and a review of the impact of the AFL-CIO Organizing Institute. Working through county or multicounty confederations of local labour unions, the Union Cities Campaign was designed to reinvigorate union organizing. The Confederations were asked to commit to making union organizing a top goal, to mobilize against anti-union employers, to organize community allies, and to persuade city and town councils to pass resolutions supporting union organizing. They were to encourage all unions to

increase their membership so that a 3.0 percent growth rate would become a reality in their jurisdiction by the year 2000. Was it a success? Jill Kriesky reports that "more than one-quarter of all active councils have formally engaged in the effort, and many more of all sizes are pursuing some of the steps." Unfortunately, her study did not attempt a systematic and comprehensive examination of the contribution of mobilization and organizing efforts to the achievement of the labor movement's goals but she concludes that such an assessment is imperative.

The object of the AFL-CIO's Organizing Institute, which was founded in 1989 well before the coming to power of the Sweeney regime, was to train a body of competent, energetic, and committed union organizers. Despite its membership decline from the 1950s the organizing response of the American labour movement had been desultory. One union officer interviewed by Amy Foerster suggested that prior to the formation of the Institute, organizing was a dumping ground or a stepping stone to something higher. The Institute was aimed at changing that situation and, according to Foerster, its program has been highly effective. It has expanded from 25 graduates in 1989 to hundreds per year currently and

¹ Other contributors: Kate Bronfenbrenner, Gary Chaison, Dorothy Sue Cobble, Lance Compa, Bill Fletcher, Amy Foerster, Charles Heckscher, Paul Johnston, Tom Juravich, Jill Kriesky, Ruth Milkman, Eric Parker, Joel Rogers, James Shoch, Kent Wong.

that figure does not include the graduates of the separate Union Summer initiative whose goal was to recruit college students and activists into a three-week summer program. If they were included the estimate would inflate to thousands per year. Foerster finds that many Institute graduates, who now have positions throughout the labour movement, are disheartened with the established union bureaucracy. One of them comments, sadly, "I don't think that these institutions want to change."

The book also contains chapters on the possibilities of new union structural formats such as occupational and associational unionism which do not assume workers with stable jobs. Other initiatives that are discussed are new union efforts to organize immigrants, the development of co-ordinated bargaining campaigns, sectoral training and employment projects and the likelihood of union mergers to aid in union renewal. Two chapters look at organized labour's attempts to influence United States trade policy. Other union initiatives such as joining with local organizations to encourage city governments to support the notion of a living wage for all workers; "salting" in which trade union activists accept jobs with non-union firms with the specific intention of organizing from within the negotiation with large multi-plant organizations of "neutrality" pledges with respect to union organizing at unorganized venues; and "card check" recognition in which companies are pressured to "voluntarily" recognize a union that achieves majority support of a coherent group of workers are other recent initiatives that are mentioned but not discussed in detail in this book.

The Immigration Factor

Another view of the course labour needs to take to reverse the decline is provided by Vernon Briggs in *Immigration and American Unionism* (2001). Briggs not only documents in detail the historical opposition by American unions to immigration but also he scolds the AFL-CIO for formally adopting a policy resolution in favour of immigration thereby putting the interests of illegal immigrant workers ahead of the larger interest of American workers in general. In what is bound to be a controversial book, Briggs contends that much of American labour's current difficulties are due to a large influx of poorly educated, poorly skilled, often illegal immigrants since about 1970. He documents an inverse relationship between immigration and union membership and he presents evidence that the income disparities that have grown recently are due in no small part to the recent immigrant influx. His solution is to shrink the low wage worker pool in part by eliminating all extended family admission categories and by prohibiting the admission of workers without high school diplomas. So much for global worker solidarity.

Canada's Situation— Not Much Better

Because our labour movement seems to be in better shape than that of the United States, in recent years Americans have often looked to Canada for guidance on how to get back on track. In international perspective, however, the Canadian situation is not that much better than it is in the United States. Although the Canadian public sector has labour representation levels that are up to the high levels of other major democracies, the

unionization rate in the private sector is well below the international norm. It is higher than the United States rate but far below levels prevailing in continental Europe. Moreover, it has been falling steadily for decades and shows no sign of reversing course. During the first half of 2001, according to Statistics Canada fact-sheets (2002), union density in the Canadian private sector fell from 18.7 to 18.1 per cent.

Canadian unions in recent times have been too busy attempting to fend off the initiatives of governments to reduce budgets, to privatise and to undo constraints on business to seriously develop major new strategies for union renewal.

New Democratic Party— Labour Movement Link under Strain

Not only have right-wing governments proven to be difficult to deal with but also organized labour's old ally the New Democratic Party has grown less reliable. As of early 2002, the Party and the union movement were engaged in a process of reconsideration of their long-term relationship. Factions in both the party and the movement were pushing for a clean break with each entity in future acting independently; others, however, were pushing for a renewed party-union link.

Many labour leaders were infuriated by the policies of the Bob Ray government in Ontario in the early 1990s. Others have been dissatisfied with the performance of the federal New Democratic Party. Nevertheless, in the longer run the labour party link has almost certainly been to the union's advantage. In the 1960s, when the

current alliance came into existence, union density in Canada and the United States was about the same. Today the Canadian rate is about double that of the United States and that differential is constant across several industries.

A key reason for the different evolutions is certainly public policy. In more recent years several Canadian governments have passed legislation that labour has seen as contrary to its interests. Over the longer run, however, the course of labour law change has been much more favourable in Canada than it has been in the United States. This development cannot be attributed entirely to the New Democratic Party-labour link. Nevertheless, it is pretty clear that pressure exerted by the Party for innovations such as first contract arbitration, the Rand Formula by statute, strong sanctions applied to law-breaking employers and the prohibition of strikebreakers in some jurisdictions, was of major importance. Labour movements without reliable political partners rarely do as well as those with a strong party link.²

European Unions Also Experience Difficulties

Although unions throughout Europe are in better shape than those in North America, they have also been experiencing serious difficulties. European developments are reviewed in *The Brave New World of European Labor, European Trade Unions at the Millennium* (Martin, Ross and contributors, 1999).³ In their opening essay, editors Andrew Martin and George Ross present a framework of resources that unions

need in order to be effective. Unions need to be able to win concessions from employers; they need funds and staff and the ability to mobilize the rank and file; they need to depend on the emotional identification of working people with their cause and they need to have the ability to support or sanction political parties and governments. In all of these respects, according to Martin and Ross, European unions are worse off now than they were two decades ago.

The "maelstrom" that brought about the disintegration of the Golden Age resulted, Martin and Ross argue, in a "double shift." What happened was that decisions most important to unions moved away from national arenas upward toward transnational arenas and downward toward subnational ones, transferring matters from arenas where unions could be effective towards those where they were weaker. Whereas decisions on macroeconomic conditions were increasingly made, not in national policy arenas where neo-corporatist deals could be struck, but in inter-governmental negotiations and global markets beyond most union control, at the same time decisions about wages and working conditions were increasingly made not in multi-employer collective agreements but at a company level where unions' influence could be diluted.

Factors Behind the Reversal of Fortune

Ross and Martin do not think that globalization was a key factor in Europe but "Europeanization" was critical. What really counted, we are told, was the choice of European

members to marketize significant economic policy prerogatives and capacities and delegate others to European-level actors like the European Council of Ministers, the European Commission and the European Court of Justice. Going the other way, decentralization was justified by employers on the basis that it was needed in order for them to adapt easily to new technologies and rapidly changing international market opportunities. Martin and Ross, however, are not entirely convinced. They suggest that the push may also represent a return to old-fashioned employer anti-unionism.

The union reversal of fortune was amplified by long run labour force change including "tertiarization, feminization and precarization." These factors shrunk the core of Golden Age union membership which consisted of male industrial workers in full time permanent jobs. Unions also suffered when inflation replaced full employment as the primary goal of macroeconomic policy. The result was high unemployment which undermined union bargaining power and the ability to mobilize strikes and demonstrations. Another feature of the new era is "fiscal exiguity" that reinforces pressures to reduce social benefits that cushion the impact of unemployment, further shifting the balance of bargaining power against unions. Unions have also lost clout because class voting has diminished and because of the divorce, or at least separation, between left parties and trade unions. It is not only right wing parties that have undertaken neo-liberal initiatives. Left parties also have privatized, deregulated,

² For several relevant essays on the union-party link visit [Social Democracy-the Debates](http://www.straightgoods.ca/SocDem/McGill.cfm) at <<http://www.straightgoods.ca/SocDem/McGill.cfm>>.

³ Lucio Baccaro, Anthony Daley, Lydia Fraile, Chris Howell, Richard M. Locke, Rianne Mahon and Stephen J. Silvia.

restructured, deindexed wage growth, cut back the public sector, flexibilized the labor market and encouraged entrepreneurs with zeal.

The main body of the book by Martin and Ross consists of chapters analysing union responses to change in the five largest European countries (Britain, France, Germany, Italy and Spain) as well as Sweden (so long seen as the most successful variant of the European model of society) and European level industrial relations.

German and Swedish Unions in the Best Shape

The movements in Germany and Sweden have fared best even though "Swedish unions now face unprecedented unemployment, the beginning of welfare state erosion . . . and declining Social Democratic political reliability." Nevertheless, union membership and near universal bargaining coverage have held up and according to Rianne Mahon, although under intense pressure from employers, "unions have come to accept the need for greater decentralization," they have also been developing new ways of "asserting the interests of wage earners as a collectivity against the employers' drive to individualize the relationship..." The union's new "solidaristic work strategy which has been developed most aggressively by the Metalworkers Union" involves the development of new systems of job classification, new rights to training and new worktime arrangements.

The unions have also been experimenting with new organizational forms such as reconstituting craft units within the context of industrial unions. Some unions have also engaged in intense effort to renew

rank and file commitment by employing a combination of survey and face-to-face discussion. Organized labour has made strong efforts to reach out to women and youth with a view towards having them see unionism as the way to accomplish their goals. Sweden's major blue-collar federation has taken to representing itself as Sweden's largest women's organization. Rivalry between the blue-collar and the white-collar federations continues to generate problems but at the union level, there is much inter-union co-operation between them.

In Germany, sectoral corporatism has largely held so far although the unions have had a difficult time adjusting to the knitting together of the two Germanies. Initially the political decision to "extend eastward all of West Germany's laws, organizations and institutional arrangements" proved beneficial for the trade unions. Unification, according to Stephen Silvia, swelled the ranks of German organized labor by 45 per cent. But after 1991, union membership dropped precipitously. By the end of 1997 eastern membership was less than half of what it was in 1991. According to Silvia, easterners allowed their membership to lapse once it became clear that union membership was not necessary to attain amenities and did not guarantee job security.

Due to deindustrialization membership also fell in the west. Nevertheless, established bargaining practices held up because employers' associations and trade unions pulled together with the Kohl government in a common effort to aid in the social and economic transformation of the former Eastern Germany.

By the mid-1990s, however, cracks had begun to develop in the German collective bargaining regime. Employer associations began to lose members and collective bargaining coverage, although still high, started to slide. The biggest problem with the German system is that although it has produced a high degree of equity among its participants, it has managed this only at the expense of those outside the regime, in particular, the unemployed, early retirees, women and others who find themselves involuntarily out of the labour market. High wages and a high tax burden have contributed to a high level of unemployment and the flight of capital to more friendly environs.

To deal with these problems unions and management have been negotiating a two-tier market. The object, according to Silvia, is to create a less expensive compensation package for weaker firms in order to stanch association avoidance among employers and to absorb a good share of the unemployed back into the labor market without completely abandoning control over wage competition. Silvia concludes that labour's long-run place in German society depends largely on their ability to find a way to make unions attractive to non-traditional members.

Italian Unions Experience Resurgence

Italian unions had a large loss of membership in the 1980s but by the 1990s the onslaught had been blunted. Recently they have been able to attenuate chronic organizational pluralism and, according to Richard Locke and Lucio Baccaro, have experienced a remarkable resurgence. In part due to changes in the law, in part due

to changes in Italy's party system (such as the demise of the Christian Democratic and Socialist Parties) and in part due to their own organizational reforms the unions have, Locke and Baccaro tell us, been enjoying renewed legitimacy among rank-and-file workers and are once again able to participate in national economic policy making. In particular, they have been able to trade off concessions to a government set on integrating Italy into the European single market and European Monetary Union for enhanced political influence.

British and French Labour Movements among Hardest Hit

British unions have been among the hardest hit. Chris Howell minces no words. He begins his essay by stating unequivocally that "British trade unions are in crisis." They have lost 40 per cent of their members since the advent of the neo-liberal era and they have seen their political, social, and economic influence dwindle to a level unknown since the interwar period. Not only did they have to deal with deindustrialization during the reign of hostile governments under Margaret Thatcher and then John Major but even their century-old ally, the resurgent Labour Party, has relegated them to the broader population of ordinary interest groups.

French unions, according to Anthony Daley, are also in a state of crisis. They have lost half of their members from an already small

base and thus have disappeared in some industries. Daley tells us that "near silence reigns where local unions once displayed vibrancy." At the national level labour's concerns are increasingly less reflected in political agendas. In addition to having to deal with the same challenges confronting their counterparts in other countries, French unions have also contributed greatly to their own problems as a result of continuing inter- and intra-union political maneuvering. Nevertheless, although their capacity to do so is decreasing, they still continue to be able to mobilize substantial social unrest around particular issues such as government cutbacks.

Spanish Labour Stabilizing

After the fall of the Franco regime, Spanish unions found themselves under pressure to co-operate with efforts to institute a workable democracy and to adjust to economic liberalization that was linked to European membership. With unemployment at over 20 per cent for most of the 1990s they were unable to foreclose the low road to economic adjustment based on lower costs and numerical flexibility. Fierce competition between the two major trade union confederations did not help labour's cause. In 1994, labour law was reformed in an effort to reduce the role of law and encourage more collective bargaining. In her chapter, Lydia Fraile concludes that it may now be beginning to have an impact in expanding bargaining agendas.

Transnational Developments

In addition to dealing with the challenges thrown up by the new era within national borders, unions have also reacted by developing international strategies. Many of those efforts are documented in *Transnational Cooperation Among Labor Unions* (Gordon, Turner and contributors, 2000).⁴ In their opening chapter, Gordon and Turner review the many obstacles to transnational union co-operation which include: "fear of loss of autonomy . . . religious and ideological differences . . . differences in union structure, collective bargaining practice, and national industrial relations systems . . . contrasting interests and agendas, between, for example, developed countries and developing countries . . . legal constraints and preoccupation with national and local issues." On the positive side the end of the Cold War has brought with it dwindling political divisions within the trade union movement. Advances in communication technology, and especially the Internet, significantly enhances the ability of unions to plan and conduct transnational campaigns. Historically, Turner and Gordon note that unions have attempted within states to follow the market in order, to the extent possible, to take wages out of competition and as markets have become multinational they are stimulated to do the same.

The major institution with which the unions need to deal transnationally is the multinational firm and Harvie Ramsay provides a chapter on the development of

⁴ Other contributors: Mark S. Anner, Larry Cohen, Steve Early, David Jessup, Andrew Martin, Harvie Ramsay, George Ross, Jean-Michel Servais, Jim Wilson, John Windmuller and Kenneth S. Zinn.

those organizations and the challenge their global spread represents for trade unions. Jean-Michel Servais discusses the obstacles thrown up by labour law to cross-border co-operation and Michael Gordon, who first initiated this project several years ago, discusses export processing zones and the difficulty of organizing workers employed by firms in those zones.

There are also chapters on long established international union organizations and the efforts that they have been making to deal with new transnational challenges. John Windmuller contributes a chapter on international trade secretariats, Andrew Martin and George Ross update their essay on the European Trade Union Confederation and the halting development of a European industrial relations system, an earlier version of which was included in *The Brave New World of European Labor*, and Michael Gordon discusses the International Confederation of Free Trade Union's recent initiatives.

One of this book's strongest parts is the section entitled "The Practice of Transnational Cooperation" in which there are several chapters providing specific examples of transnational activities. Jim Wilson's chapter on international co-operation among media unions provides considerable insight into the possibilities and difficulties of initiatives in particular sectors. There is also a chapter on international co-operation among telecommunications unions which includes a discussion of collaboration between American and Mexican unions making use of the

North America Free Trade Agreement labour side accord, one on the United Mine Worker's successful international corporate campaign against Peabody and Hanson PLC, one on an international effort that resulted in the negotiation of "the first collective agreement in an Export Processing Zone in the Dominican Republic and to changing the climate of labour relations in that Caribbean country" and a chapter by Mark Anner on international and local union organizing collaboration in Guatemala and Haiti.

Looking for Light at the End of the Tunnel

In their final chapter, Gordon and Turner mention the demonstrations in Seattle aimed at the inclusion of a social clause in the global trading rules of the World Trade Organization but, unfortunately, there is no chapter dedicated to the rise of Civil Society as a key international actor and to labour's contribution to that development. That phenomenon is, however, excellently documented by journalist Naomi Klein in her award-winning book *No Logo* (2000). The labour movement plays only a minor part in her story but as an exposition of the roots of many of the global forces confronting labour her analysis is hard to top.

Another issue that Gordon and Turner neglect is the recent evolution of the notion of labour rights as human rights which provides trade unions with a new ideological resource that might be put to use to build coalitions and stimulate the idealism of young people especially. Human Rights

in Employment was the theme of the 53rd meeting of the Industrial Relations Research Association that was held in New Orleans in January 2001. Papers presented at the conference appear in the association's recently published proceedings (Voos, 2001).

No Clear Answer

The materials reviewed here provide no clear answer to the initial question. Whether the union's current crisis is temporary or more permanent remains unclear. Gordon and Turner see signs which they interpret to suggest that transnational union initiatives may be contributing to a resurgence of national and international labour movements. But they admit that "as yet we have no data on the extent or broad effect of transnational collaboration." Within states although some movements have had recent successes it is not at all clear whether those positive developments indicate a real turnaround or mark instead bumps in a long-term downward trend. Harry Katz, in his concluding chapter of the *"Rekindling the Movement"* book (Turner, Katz, Hurd and contributors, 2001), notes that even in the face of intensified efforts, greater expenditures, and significant changes in the style and modes of organizing, to date these efforts have produced limited increases in union membership. Indeed, the latest available figures suggest that union density in the United States continues to fall.⁵ With respect to Europe, Martin and Ross are no more sanguine. Instead, their view is that "trade unions are experiencing a deep and prolonged crisis..."

⁵ News, Bureau of Labour Statistics at <<http://www.bls.gov/news.release/union2.nr0.htm>>.

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HONOURING CANADA'S BEST IN DISABILITY MANAGEMENT

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"Getting workers with disabilities back on the job is good business practice. These are people with meaningful contributions to make. They have experience, skills and knowledge that are valuable to employers. It is just plain good business sense to keep them in the work force."

The Honorable Claudette Bradshaw
Minister of Labour



The 2nd Annual National Awards of Excellence in Disability Management will be held in Vancouver, British Columbia on May 28, 2002. The awards program was established by the National Institute of Disability Management and Research in collaboration with representatives of major Canadian business, labour, and government organizations to recognize outstanding achievements of organizations and individuals championing disability management.

The National Awards of Excellence in Disability Management were created to focus attention on the successes of disability management programs across Canada. Award winners and finalists offer inspiration and cutting-edge, best practice examples to organizations looking to develop new disability management programs or improve existing ones.

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Nominations for the Awards can be made by workers, unions, employers, public and private sector service providers and any other significantly involved in the disability management field.

Award Categories Include:

- Small Private Organization/Workplace (2 to 500 workers, and may include an independent operating unit of a larger organization) with an internal disability management program;
- Large Private Organization/Workplace (over 500 workers) with an internal disability management program;
- Crown Corporation/Government Agency (over 500 workers) with an internal disability management program;
- Private Sector Service Provider (disability management or return to work);
- Public Sector Initiative by a government or statutory agency.

Two other major categories have been established for the following types of individuals who have contributed to effective Canadian disability management practice:

- Return to Work Coordinator / Disability Management Professional;
- Outstanding Public Leadership in Disability Management.

Award finalists will be notified on April 15, 2002. Further information concerning disability management, including a listing of award recipients, will be published in a future issue of the *Workplace Gazette*.

Facts About Disability in Canada

1 In 1997, direct payroll costs for disability in Canada, including workers' compensation and short- and long-term disability, were \$11 billion.

2 For example, in British Columbia alone, direct and indirect costs of workers with disabilities being displaced from the workplace total \$3.6 billion per year.

3 This translates to approximately nine cents of every dollar earned, representing an annual cost of about \$2,500 per working person in British Columbia.

4 If left unchecked, it is estimated that direct and indirect costs of disability in Canada could rise to \$30.5 billion by the year 2006.

5 Studies reveal that employers pay 35 per cent of the total direct and indirect costs of disability, while employees and their families shoulder 27 per cent of the total.

6 The financial loss to workers is profound. For example, for an employee who is disabled at age 35, previously earning \$50,000 per year and forced to go on social assistance, the loss-of-earnings to retirement age is estimated at \$799,000.

In 1999, persons with disabilities represented a 2.3 per cent participation rate in Canada's labour force, a further decline from an already low of 2.7 per cent the previous year.

In a 1999 study of one of the nation's primary industries, the pulp and paper industry, the direct cost of disability to employers was more than \$2,000 per employee. That figure translates directly to the bottom line adding between \$4.50 to \$7.25 per tonne in disability-related costs to pulp and paper products.

Studies show that without intervention, there is only a 50 per cent chance of a person with a disability returning to the workplace after a six-month absence, declining to 20 per cent after a year and to just 10 per cent after a two-year absence.

At any given time depending on the occupation involved, 8 to 12 per cent of the workforce in Canada is off the job due to injury and is receiving either worker's compensation, long-term disability or weekly indemnity. Billions of dollars are lost each year in benefit payments and lost productivity.

For more information contact:

National Institute of Disability Management and Research

Telephone: British Columbia (250) 724-4344/8745 or
Ontario (613) 260-2951

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EMPLOYMENT EQUITY MERIT AWARDS—2002



For over a decade, since the Government of Canada introduced the Merit Awards Program in 1990, many companies have been recognized for their commitment to employment equity. The momentum towards an inclusive work force continues and is acknowledged this year in the outstanding examples of five organizations. These organizations deserve special recognition for their creativeness and for their special efforts in the important endeavour of workplace equity.

The **Vison Award** for recognition of outstanding creative and innovative approaches to the implementation of equity and fairness in the workplace has been presented to:

Manitoba Hydro

Merit Certificates, which recognize organizations for special and continuing efforts towards attaining a representative workforce, have been presented to four organizations.

- ***Arnold Bros. Transport Ltd.***
- ***Telesat Canada***
- ***Canadian Imperial Bank of Commerce***
- ***Husky Energy***

An article describing the profiles of the winning organizations will be published in the next issue of the *Workplace Gazette*.

SELECTION OF RECENT CHANGES IN CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

Michel Gauvin and Charles Philippe Rochon
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada

New Brunswick: *An Act to Amend the Occupational Health and Safety Act*; Bill 2 Assented to December 21, 2001

This Act, which will come into force by proclamation, will introduce a definition of "contracting employer" (i.e. a person who through a contract, agreement or ownership, directs the activities of one or more employers), and will require that every contracting employer comply with the *Occupational Health and Safety Act*, the regulations and any order made under their provisions. So far as is reasonably practicable, a contracting employer who directs the activities of one or more employers involved in work at a place of employment will also be required to ensure that each employer complies with the Act and the regulations.

Amendments will also be made to the provisions relating to the right to refuse dangerous work. When an occupational health and safety officer finds that an employee does not have reasonable grounds for believing that certain work is likely to endanger his/her health or safety or that of another employee, the officer will have to advise the employee in writing to do that work. The right to refuse of an employee, who has appealed that officer's advice, will be protected until the appeal process is concluded. In such as case, the employee will be required to remain available at a safe place near his/her work station during his/her normal working hours.

Another amendment will extend from 7 to 14 days the delay for appealing an order given by an occupational health and safety officer.

Newfoundland and Labrador: *An Act to Amend the Labour Standards Act*; Bill 54, Assented to December 13, 2001

Once it comes into effect, Bill 54 will bring a number of amendments to the province's *Labour Standards Act*. Following are the key changes and additions to the Act's provisions:

Vacations

- Section 8 of the Act (Annual vacation with pay) will be clarified by stipulating that an employer must permit an employee entitled to two weeks of vacation to take his/her vacation in one unbroken period or in two unbroken periods of one week each. This will be at the employee's choice, provided that written notice of his/her intention was given not later than the date of entitlement to the vacation. Nevertheless, an employer and an employee can agree on shorter vacation periods. (These provisions will be equivalent to those that currently apply to employees entitled to three weeks of vacation).
- An employer will still normally be required to provide an employee at least two weeks' written notice of the dates of the annual vacation. However, a new provision will require that an employer, where he/she cancels or changes the dates on an employee's previously approved annual vacation, reimburse reasonable vacation-related expenses incurred by the employee that are not otherwise recoverable.
- Pay records will have to indicate the amount of vacation pay paid to an employee.

Public Holidays

- Remembrance Day will be added to the five paid public holidays currently recognized in the *Labour Standards Act*. It should be noted that Remembrance Day is already recognized as a holiday in the province's *Shops' Closing Act*.

- A new provision will indicate the manner in which public holiday pay is to be calculated. An eligible employee's public holiday pay will be equivalent to his/her hourly rate of pay multiplied by the average number of hours worked in a day in the three weeks immediately preceding the holiday.
- The requirement that employees, to qualify for holiday pay, not be absent from work for more than 15 of the 30 days immediately preceding a public holiday, will be repealed.

Hours of Work

- Previously excluded management employees will be entitled to a weekly day of rest.
- Instead of receiving overtime pay, an employee will be able to agree with his/her employer to take one and a half hours of paid time off for each hour of overtime worked. This paid time off will have to be taken within three months—or within 12 months with the employee's agreement—of the work week in which the overtime was earned. Should an employee's employment end before paid time off is taken, the employer will have to pay him/her the equivalent overtime pay.
- An employer, where he/she grants an employee's written request to a change in work schedule, will not be required to pay overtime if this results in the employee working more than the standard working hours (currently 40 hours in a work week).

Payment of Wages

- The definition of "bank" will be modified to allow an employer to pay wages by a cheque drawn on a credit union. Subject to the employee's consent, it will also be possible for an employer to pay by direct deposit into an account of a bank of the employee's choice.
- The amount of an employee's claim priority over unpaid wages will be increased from \$2,000 to \$7,500. In addition, an employer will be considered to hold in trust wages owing to an employee, even if wages are not held separately from the other money of the employer.
- With some exceptions (e.g., in the case of philanthropic and charitable organizations), directors of a corporation will be jointly and individually liable for up to two months of unpaid wages should the

employer become insolvent or for an amount set out in an order of the Director of Labour Standards or of the Labour Relations Board. Wages for which directors will be liable include employees' vacation pay, holiday pay and overtime wages, but exclude termination pay as provided for under the *Act*. Although an employer will not be permitted to relieve a director from his/her duties and liabilities under the *Act*, it will be allowed to indemnify a director or former director against all costs, charges and expenses reasonably incurred with respect to a civil or administrative action or proceeding related to his/her capacity as director, where he/she acted honestly and in good faith, and where he/she had reasonable grounds for believing his/her conduct was lawful. Moreover, a director will not be liable for unpaid wages under the *Act* where he/she exercised due diligence.

- Language concerning the minimum frequency of wage payments will be clarified. An employer will have to pay all wages earned by an employee in a pay period "at least half monthly and within seven days after the end of the pay period". This section will no longer be subject to regulations.
- An amendment will also clarify the deductions an employer is permitted to make from an employee's wages.
- A new section will forbid employers from requiring employees to pay for a uniform where it is unique to, and identified with, their business operation, to the extent that the uniform would be useless to the employees should their employment be terminated.
- Besides specifying that tips and gratuities belong to the employee for whom they are given, amendments will allow employers to make statutory deductions from tips or gratuities where they are in the form of a surcharge or other charge, or where they are paid by credit card or debit card.

Bereavement, Family Responsibility and Sick Leave

- Bereavement leave provisions will be amended to add "daughter-in-law" and "son-in-law" to the list of relatives in the event of whose death a leave can be taken. To qualify for one paid day and two unpaid days of bereavement leave, employees will be required to have been employed with the same employer for a continuous period of 30 days. Employees who do not meet this requirement will

nevertheless be entitled to two days of unpaid bereavement leave. Where a paid leave is provided, an employee's wages for the day will be calculated by multiplying his/her hourly rate of pay by the average number of hours worked in a day in the three weeks immediately preceding the bereavement leave. An additional amendment will allow an employee who takes a paid day of bereavement leave during an annual vacation to extend the latter by one extra day.

- Important changes will be made to the *Act's* existing sick leave provisions. (Currently, employees covered by the *Act* who have completed six continuous months of service with the same employer are entitled to five days of sick leave in a year if they provide a medical certificate). A new provision will allow employees who have been employed under a contract of service with the same employer for a continuous period of 30 days to take a combined total of seven days of unpaid sick leave or *family responsibility leave* in a year. An employee will only be required to provide a medical certificate when taking a period of three or more consecutive days of sick leave; a written statement explaining the nature of the family emergency will be required for a family responsibility leave of three consecutive days or more. The *Act* will specify that an unused portion of sick leave and family responsibility leave expires at the end of the year in which it was granted.

Individual Termination of Employment

- Employers and employees will no longer have the option of waiving the requirement to provide written notice of termination or temporary layoff.
- The period of notice that must normally be given—subject to some exceptions—when the employer or the employee terminates a contract of service will be increased for employees with longer lengths of service. It will range from one week of notice—or a payment equivalent to the normal wages that would have been paid/earned during the period of notice—where the employee has been continuously employed by the employer for a period of three months or more but less than two years, to six weeks for an employee with a period of service of 15 years or more. (Note that in contrast to other jurisdictions, an employee who fails to provide adequate notice before terminating a contract of employment may be required to make a payment to the employer).

- Instead of providing a notice of intention to terminate when terminating the employment of 50 or more employees in a four-week period, an employer will be allowed to pay the affected employees an amount equivalent to the normal wages they would otherwise have earned during the notice period.

Administrative Changes

- Amendments to the *Act* will eliminate the standing Labour Standards Board. In its stead, the Lieutenant-Governor in Council will have the authority to periodically appoint a new Labour Standards Board to advise it on matters coming within the scope of the *Labour Standards Act*. The current system of adjudicators will also be abolished. Most of the duties and powers which are currently conferred to the Labour Standards Board and to adjudicators will be transferred to the Labour Relations Board, the Director of Labour Standards and the Minister of Labour.
- For example, the Minister of Labour, instead of the Labour Standards Board, will be responsible for reviewing, at least once every two years, the regulations respecting minimum wages.
- The authority to hear appeals, which currently rests with adjudicators, will be transferred to the Chairperson and the Vice-Chairperson of the Labour Relations Board.
- Clauses that permitted a person, where aggrieved and affected by the breach of a provision of Parts I to XI of the *Act* by an employer or an employee, to make an application to the Minister of Labour for referral of the matter to an adjudicator, will be repealed. Moreover, appeals of a determination of the Director of Labour Standards will have to be made to the Labour Relations Board, instead of to the Minister of Labour.
- The limitation period for making a complaint to the Director of Labour Standards will be increased from six months to two years. However, it will not be possible to make a complaint later than six months after the date of termination of an employee's contract.
- A determination of the Director of Labour Standards, where it is filed in the registry of the Supreme Court, will be enforceable as if it were an order of the Trial Division.

- A new general offence for failure to comply with the *Act* will be created. Fines will range from \$200 to \$2,000. Default of payment could lead to imprisonment of up to three months.

Reciprocal Enforcement of Orders

- A new section will provide for the reciprocal enforcement of orders in relation to the payment of wages with provinces and territories recognized by the Lieutenant-Governor in Council as reciprocating jurisdictions.

Miscellaneous Changes

- An employer will have to display, in a prominent and visible place in the workplace, a copy of the *Labour Standards Act* and the regulations made under it.
- An employer will have to provide a written statement of the terms and conditions of employment to every employee. The employer will also be required to keep a copy of the statement and allow the employee concerned to have access to it.
- A number of consequential and transitory amendments will be made to many sections of the *Labour Standards Act*, as well as to the *Labour Relations Act*.

The *Act to Amend the Labour Standards Act* will come into force on a date or dates to be set by the government. In a press release dated December 6, 2001, the Minister of Labour announced that the *Act* will take effect on July 1, 2002. The same press release indicated that the current legislation concerning minimum overtime pay will also be amended. Overtime pay, currently set at one and a half times the provincial minimum wage in the *Labour Standards Regulations*, will be changed to one and a half times an employee's *regular hourly wage*. This amendment should be effective April 1, 2003.

Ontario: Amendments to the *Industrial Establishments Regulation* under the *Occupational Health and Safety Act*; O. Reg. 488/01; Gazette of December 29, 2001

Amendments have been made to the *Industrial Establishments Regulation* to enhance safety training requirements for workers employed in logging operations. The amendments will update training for cutters and skidder operators and mandate additional new safety training for operators of mechanical harvesting equipment and their supervisors. These amendments will take effect on June 1, 2002.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Web site at:

<http://labour-travail.hrdc-drhc.gc.ca>

and click on "Canadian Labour Law Information".

READERS' CORNER

Michèle Auger, Fred Longley and Edward Popoff
Library and Information Management Services
Human Resources Development Canada



Violence at Work

Cahill, Bryan. **The Disgruntled Employees' Ultimate Handbook**. Victoria, B.C.: Tafford, c2000.

HRDC HF5549 E43 C33

Workplace violence has escalated to an all-time high. This how-to book, written from the employee viewpoint, is designed to help the disgruntled employee and the

manager avoid potential workplace violence and to assist the employee in obtaining redress for perceived injustices. Cahill dis-

cusses gathering facts, reporting harassing behaviour, learning about company policies, and anger management techniques.

Cantin, Jean-Maurice. **Abuse of Authority in the Workplace: A Form of Harassment**. Scarborough,

Ont.: Carswell, c2000.

HRDC 5549.5 E43C35

This work defines abuse of authority as a form of workplace harassment, and discusses the process that must be followed in Canada when a complaint of

abuse of authority is filed. The author covers identification of the abuse, handling of complaints, conciliation and mediation, and

case law sanctions. He concludes with a discussion of the means of preventing abuse of workplace authority.

Chappell, Duncan and Vittorio Di Martino. **Violence at Work**. 2nd ed. Geneva: International

Labour Office, 2000.

HRDC HD7804 C42 2000

The alarming growth of violence at work over the past decade has made it a priority issue for many governments, employee organizations and employers. The notion of violence at work has evolved from physical violence to include

psychological aggression. Based on current, detailed data, this study analyzes the patterns and causes of workplace violence around the world and related social and economic costs. It presents the most successful methods for

prevention of workplace violence, including innovative new strategies. The book includes an analysis of legislative and regulatory interventions and of new collective agreements to combat workplace violence.

Denenberg, Richard V. and Mark Braverman. **The Violence-Prone Workplace: A New Approach to Dealing with Hostile, Threatening and Uncivil Behavior.** Ithaca: ILR Press, 1999.
HRDC HF5549.5 E43 D46

The authors state that violence in the workplace typically results from conflicts allowed to fester. Combining insights from crisis management and dispute resolution, they describe factors in the workplace which can promote

extreme behaviour and prevent effective managerial response. Early intervention in hostile work situations is recommended, and techniques are presented for the development of a violence-resistant

workplace. The work includes an analysis of responses to actual or potential danger in 14 real-life examples, and sample violence prevention policies.

McClure, Lynne Falkin. **Anger and Conflict in the Workplace: Spot the Signs, Avoid the Trauma.** Manassas Park, Va: Impact, c2000.
HRDC HF5549.5 E43 M34

McClure identifies eight types of anger, often unnoticed, found in many workplaces. She then examines each in reference to seven skills that managers and

employees can develop to manage their own and others' anger in a systematic, long-term manner. Over 50 behavioural models are

included. The less stressful the workplace becomes, the more productive it will be.

Namie, Gary and Ruth Namie. **The Bully at Work: What You Can Do to Stop the Hurt and Reclaim Your Dignity on the Job.** Napierville, Ill.: Sourcebooks, 2000.
HRDC HF5549.5 E43 N34

Bullying is defined in this book as "the repeated, malicious verbal mistreatment of a Target (the recipient) by a harassing bully (the perpetrator) that is driven by the bully's need to control the Target."

The authors discuss how workplace bullying is harmful and why it occurs. They describe efforts in Europe to prevent bullying, where it is taken more seriously than in

North America. They offer bullying-proofing techniques and show how targets, once prepared emotionally, can move on to neutralize the bully.

Rhodes, Daniel and Kathleen Rhodes. **Vampires: Emotional Predators Who Want to Suck the Life Out of You.** Amhurst, N.Y.: Prometheus Books, 1998.
HRDC BF637 I48 R48

This book describes the process of psychological manipulation with which we are all confronted at one time or another in our work, family or other environments. The

authors discuss, with examples, the methods used by emotional predators and the resulting psychological damage which

affects the health, careers and social life of their victims. Techniques are presented to neutralize or at least combat the effects of an emotional attack.

Smith, Gerry. Work Rage: Identify the Problems, Implement the Solutions. Toronto: Harper Business, c2000.
HRDC HF5549.5 E43 S64 2000

Smith, a specialist in employee assistance issues, examines the causes behind the increase in workplace rage in Canada. He also scrutinizes stress and the level of tolerance in corporate culture for confrontational behaviour and discusses early warning signs of aggressive workplace behaviour. He offers employees and employers strategies for crisis response and prevention of workplace violence.

Violence in the Workplace: Prevention Guide prepared by Canadian Centre for Occupational Safety and Health. Hamilton, Ont.: The Centre, 1999.
HRDC HF5549.5 E43 V54

This pocket size guide defines the various forms of workplace violence and provides detailed advice on developing a workplace violence prevention program. It also provides an overview of Canadian occupational safety and health legislation and related government agencies.

NOTES

1. *For other available references in French language only, see the French version of the Workplace Gazette / Gazette du travail.*
2. *Human Resources Development Canada employees can borrow these items from the Departmental Library. Others can borrow them through their own library.*

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YESTERDAY AND TODAY

*Odette Boudreau
Income Security Programs, Communications
Human Resources Development Canada*

75 Years of Public Pensions in Canada

We've come a long way! From humble beginnings in 1927 to a well-established internationally recognized public pension system—we can be proud of the contribution we've made to improve the quality of life of seniors.

In 1927, seniors didn't qualify for the Old Age Pension benefit unless they passed a "means test". The test was applied to an applicant's income (property, assets, or relatives who might provide assistance). Minimum age to apply was 70 so, if an applicant was 70 years old and had a total yearly income (with the pension benefits) of no more than \$365, they were eligible to receive a pension.

When seniors started receiving a pension, their benefit was just \$20 a month. There was even a provision in the Old Age Pension Program that allowed the government to recover the total amount of benefits when a pension holder died. Provincial officials were permitted (in fact encouraged) to recover benefits from the estate, with 5.0 per cent annual interest.

While it may have had simple beginnings, Canada's first Old Age Pension Program set an important precedent for seniors in need of public financial assistance.

Throughout the years, many changes have been made to Canada's public pensions. The minimum age to apply for Old Age Security has been reduced to 65 and every senior is entitled to benefits as long as they meet the residency requirements.

The Canada Pension Plan was created to provide retirement pensions, disability benefits and survivors' benefits to all Canadians who contribute to it. Quebec operates a similar plan—the Quebec Pension Plan. Old Age Security and the Canada/Quebec Pension Plan are the first two levels of Canada's retirement income system.

By the last decade of the 20th century, public pensions had evolved to become an internationally recognized success story. The proportion of seniors living below the poverty line has decreased from 20.8 per cent in 1980 to 8.9 per cent in 1998. This dramatic decline in poverty among seniors can be attributed largely to Canada's public pension system.

History of Canada's Public Pensions

Canada's Public Pensions have gone through several changes. Some of the most significant changes have been:

- | | |
|--|--|
| 1927 <i>Old Age Pensions Act</i> introduced; | 1977 Partial Old Age Security pensions introduced based on years of residence in Canada; |
| 1952 <i>Old Age Security Act</i> introduced, replacing <i>Old Age Pensions Act</i> ; | 1977 Credit-splitting and Child Rearing Drop-Out added to the Canada Pension Plan; |
| 1965 Age of eligibility dropped from 70 to 65; | 1977 Old Age Security included in international social security agreements; |
| 1966 Canada Pension Plan and Quebec Pension Plan introduced; | 1979 Spouse's Allowance extended to widows, aged 60-64, whose spouses were Old Age Security recipients; |
| 1967 Canada Pension Plan retirement pensions now payable; | 1985 Spouse's Allowance extended to all low-income widows and widowers aged 60 to 64; |
| 1967 Guaranteed Income Supplement introduced; | 1988 Canada Pension Plan benefits and obligations extended to Aboriginal people earning income on reserves; |
| 1968 Canada Pension Plan survivors' benefits now payable; | 1998 Canada Pension Plan Investment Board established; and |
| 1970 Canada Pension Plan disability benefits now payable; | 2000 Old Age Security and Canada Pension Plan benefits and obligations extended to same-sex common-law partners. |
| 1973 Old Age Security benefits indexed quarterly to Consumer Price Index; | |
| 1974 Canada Pension Plan benefits indexed quarterly to Consumer Price Index; | |
| 1975 Spouse's Allowance introduced; | |

The original version of this article is published in the February edition of Human Resources Development Canada internal newsletter, ZOOM

For more information on Canada's public pensions, visit the Human Resources Development Canada Web site at

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Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. Annual subscription: Canada, \$200 plus 7% GST (\$214); other countries, U.S. \$200. (Available by e-mail, mail or fax).

Negotech

A searchable labour relations database providing timely information on the key aspects (settlement reports and full collective agreement contract language) of collective bargaining in Canada. Access via the Internet. Available free as an added value to subscribers of our publications.

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A quarterly publication providing data on wage adjustments from major collective bargaining settlements in Canada by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; a chronological perspective on work stoppages; and, information on innovative workplace practices resulting from collective bargaining. It also features articles and case studies on pertinent industrial relations matters. Annual subscription: Canada, \$125 plus 7% GST (\$133.75); other countries, U.S. \$125. (Available by mail only).

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A monthly publication containing timely information based on recently signed major collective agreements in Canada. The publication focuses on summaries of changes to wages and benefits in selected settlements, the status of key negotiations as well as data on work stoppages. Also included is a list containing major settlement reports currently available on the Negotech database. Annual subscription: Canada, \$50 plus 7% GST (\$53.50); other countries, U.S. \$50. (Available by e-mail and mail).

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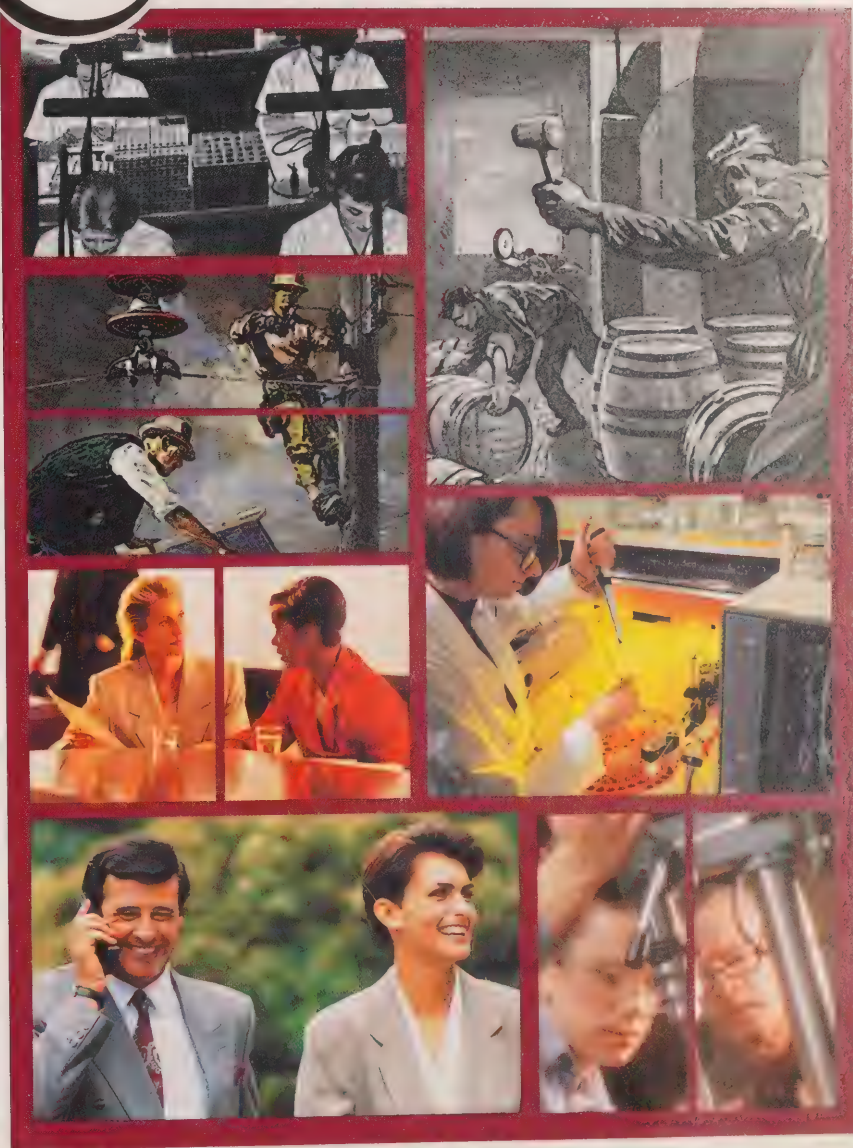
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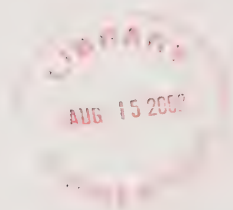
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1-800-567-6866 or (819) 997-3117

Internet: <http://labour.hrdc-drhc.gc.ca/>
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the Social Science Employees Association and the Public Service
Alliance of Canada.*

AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, collective agreement provisions, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

This issue includes the first quarter data for 2002 on wage adjustments in major collective agreements, both current and historical by public and private sectors, by region, by jurisdiction and by major industry. Also included, is a listing of major settlements reached in the first quarter of 2002, an overview of selected provisions featured in current collective agreements, as well as information on work stoppages for the fourth quarter of 2001 and first quarter 2002.

Innovative practices in the workplace resulting from collective bargaining are summarized. Case studies include a partnership project between the International Longshoremen's Association and the Port of Saint John Employers Association and a skills conference for the transportation industry conducted by the Western Transportation Advisory Council.

A descriptive and preventive approach to harassment in the workplace is presented by N. Quenneville and M.-É. Roberge. Lessons on lowering the fatality rates in the logging industry in the Pacific Northwest have been provided by Stephen J. Havlovic and William M. Moore. Also, this issue includes profiles of organizations receiving Employment Equity Merit Awards for 2002.

Recent changes in Canadian Labour Laws focus on adopted bills, regulations and other statutory instruments. Yesterday and Today focusses on workers with disabilities.

The departmental library is featuring trends and guidelines for telework.

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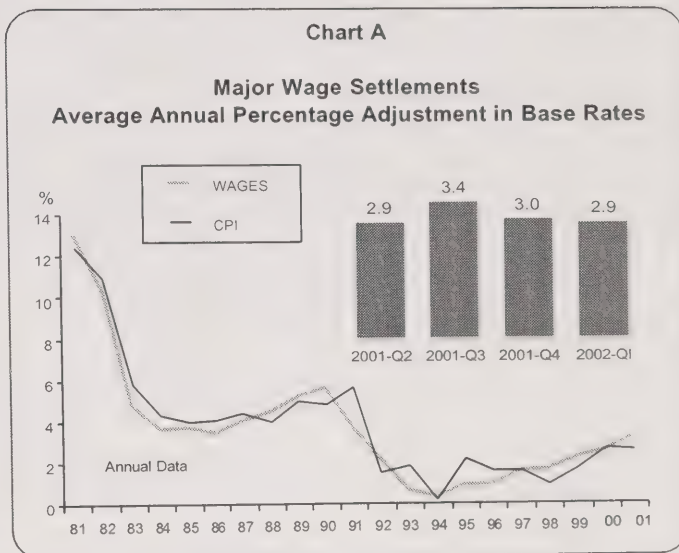
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MAJOR WAGE SETTLEMENTS* – FIRST QUARTER 2002

Summary

- Wage increases averaged **2.9 per cent** in the **first quarter 2002**, down a fraction from the 3.0 per cent figure in the previous quarter
- The vast majority of settlements (74.5 per cent) were in the public sector. **Public sector** increases at **3.1 per cent** were above those in the **private sector** at **2.0 per cent**
- Wage adjustments were the highest in Newfoundland at 7.5 per cent and Alberta at 6.8 per cent; the lowest in Quebec at 2.3 per cent
- Wage adjustments, by industry, were the highest in the **utilities** sector at **3.3 per cent**, and lowest in the **trade** sector at **1.6 per cent**



Source: Workplace Information Directorate

Overview

Major collective bargaining settlements reached in the **first quarter 2002** provided base-rate wage increases averaging **2.9 per cent** annually over the contract term. This is down a fraction from the 3.0 per cent figure in the previous quarter, and lower than the 3.1 per cent average recorded for the year 2001 as a whole.

The first quarter 2002 results are based on a review of 55 settlements reached in the period, with a coverage of 201,520 employees. When the parties to the

first-quarter settlements previously negotiated (with contract duration averaging 33 months), the resulting wage adjustments averaged 1.7 per cent, compared to the 2.9 per cent in their current round of settlements and a current average contract duration of 35 months.

The overall size of wage adjustments has trended upwards moderately since mid-1994. The 2.9 per cent gain in the first quarter of the year 2002 remains well below the most recent annual peak-gain of 5.6 per cent in 1990.

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Distribution by Size of Wage Adjustments

In the first quarter 2002, the vast majority of employees covered (85 per cent) received increases ranging from 2.0-3.9 per cent. There were no major settlements with average wage increases less than 1.3 per cent.

Public and Private Sectors

The vast majority of employees covered in first-quarter settlements were in the public sector (85.7 per cent of employees and 74.5 per cent of the agreements). **Public-sector** wage adjustments for

172,740 employees in 41 settlements averaged **3.1 per cent**, the same average as in the previous quarter, but slightly down from 3.2 per cent for the year 2001. These results were significantly influenced by settlements in the Ontario public sector (59,510 employees, with wage increases averaging 2.9 per cent), a settlement with the British Columbia Public School Employers' Association (45,000 teachers and wage increases averaging 2.5 per cent) and the Federal public sector (31,990 employees with the Canada Customs and Revenue Agency with wage increase averaging 2.8 per cent).

**Distribution of Agreements and Employees
by Size of Wage Adjustments, First Quarter 2002**

Adjustment Range	Agreements		Employees	
	Number	Percentage	Number	Percentage
1.0% to 1.9%	6	10.9	18,030	8.9
2.0% to 2.9%	27	49.1	110,350	54.8
3.0% to 3.9%	15	27.3	61,010	30.3
4.0% to 4.9%	1	1.8	500	0.2
5.0% to 5.9%	1	1.8	1,030	0.5
6.0% to 6.9%	2	3.6	1,500	0.7
7.0% and over	3	5.5	9,100	4.5
ALL LEVELS	55	100.0	201,520	100.0

Note: Due to rounding, percentages may not always equal 100 per cent.

Source: Workplace Information Directorate

Wage increases in the private sector were lower than those in the public sector. **Private-sector** wage increases for 28,780 employees in 14 agreements averaged **2.0 per cent**, down from 2.4 per cent in the

previous quarter, and from the average of 2.9 per cent for 2001. These results were influenced by settlements in Ontario, most notably in the retail sector (New Dominion Stores with wage increases of 1.6 per cent and The Brewers Retail with 1.4 per cent).

Wage Adjustments by Region/Jurisdiction

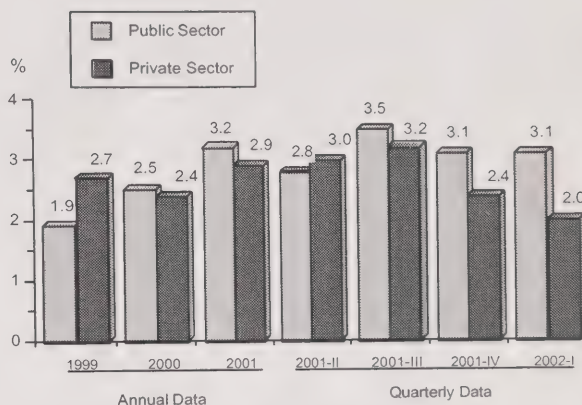
On a regional/jurisdictional basis, the largest concentration of employees covered in major settlements in the first quarter 2002 was in Ontario, followed by British Columbia and the Federal jurisdiction. In Ontario, 18 agreements provided 75,510 employees with wage gains averaging 2.7 per cent. The Ontario Hospital Association and 40,000 nurses settled for wage increases averaging 3.1 per cent. In British Columbia, four agreements provided 47,600 employees with wage gains averaging 2.5 per cent. The British Columbia Public School Employers' Association and 45,000 teachers settled for wage increases averaging 2.5 per cent. In the Federal jurisdiction, eight agreements provided 41,520 employees with wage gains averaging 2.8 per cent. The Canada Customs and Revenue Agency and 31,990 public service employees settled for increases averaging 2.8 per cent.

The largest average wage increase was in Newfoundland (a 7.5 per cent increase for 8,000 teachers in a single agreement) followed by Alberta (a 6.8 per cent increase for 2,540 employees in four agreements). In Atlantic Canada, four agreements provided 13,030 employees with wage gains averaging 5.7 per cent. In the Prairies, 14 agreements provided 13,540 employees with wage increases averaging 3.7 per cent.

In contrast, the smallest average increase was in Quebec where seven major settlements provided 10,320 employees with wage increases averaging 2.3 per cent.

Chart B

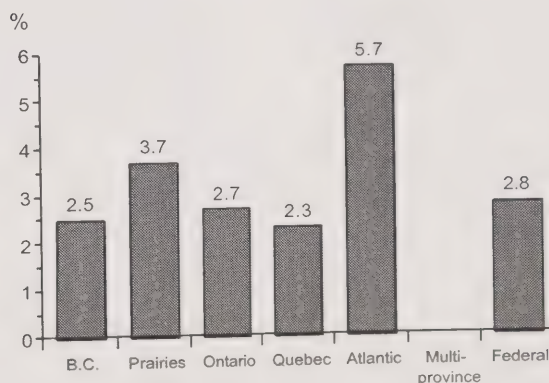
Major Wage Settlements by Public/Private Sectors Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Chart C

Major Wage Settlements by Region/Jurisdiction Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Wage Adjustments by Industry

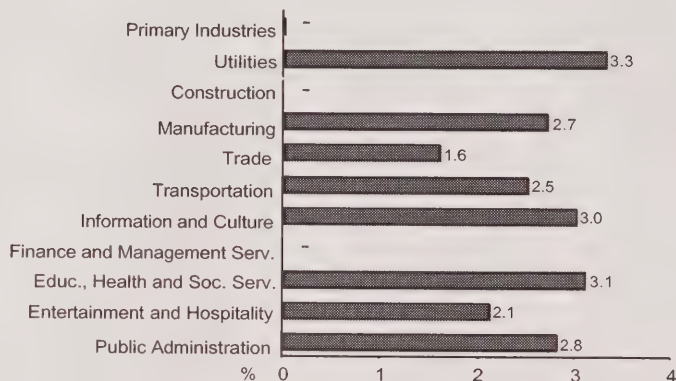
The largest concentration of employees was in the **education, health and social services** sector where 115,260 employees (representing 57.2 per cent of all workers in first-quarter settlements) in 26 agreements averaged increases of **3.1 per cent**. The second largest concentration of employees was in **public administration** with 46,990 employees receiving increases of **2.8 per cent** in nine agreements.

The largest average wage increase was reported in the **utilities** sector at **3.3 per cent**. In contrast, the smallest wage increase was in the **trade** sector at **1.6 per cent**.

In the **manufacturing** sector, six settlements provided 9,480 employees with increases averaging **2.7 per cent**; in the **transportation** sector, five agreements provided 7,980 employees with increases averaging **2.5 per cent**. There was a single agreement in both the **information and culture** sector and the **entertainment and hospitality** sector, providing wage increases averaging **3.0 per cent** and **2.1 per cent** respectively. There were no major settlements in primary industries, construction and the finance sectors.

Chart D

Major Wage Settlements by Industry Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

The 2002 Calendar of Major Collective Agreement Expiries and Reopeners is available on the Workplace Information Directorate Web site at:

<http://labour.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

Wage Data for the First Quarter 2001 for Small, Medium and Large Size Bargaining Units

There were 87 collective bargaining settlements reached in the **first quarter** of the year 2002. Among these, 32 settlements were in small bargaining units (between 100 and 499 employees), 39 were in medium bargaining units (500 to 1,999 employees), and 16 were in large bargaining units with 2,000 employees and over. During this period, the overall base-rate wage adjustment averaged 2.8 per cent, down by 0.1 percentage point as compared to the fourth quarter of 2001. Small bargaining units reported an average wage increase of 2.5 per cent, compared to 3.0 per cent for the medium and 2.9 per cent for the large bargaining units.

Public and Private Sectors

In the first quarter 2002, the overall public sector wage adjustment averaged 3.0 per cent, higher than the 2.3 per cent figure reported for the private sector.

In small bargaining units, the average wage adjustment was identical (2.5 per cent) in both sectors. In medium size bargaining units, public sector wage adjustments were higher (3.2 per cent) than private sector adjustments (2.5 per cent). In large bargaining units, public sector wage adjustments (3.0 per cent) were significantly higher private sector wage adjustments at 1.8 per cent.

By Region/Jurisdiction

The **Atlantic** Provinces recorded the highest overall base-rate wage adjustment at 5.8 per cent. This average is broken down as follows: 6.7 per cent in small bargaining units (2 agreements), 2.5 per cent in medium bargaining units (2 agreements) and 6.2 per cent in large bargaining units (2 agreements).

In the province of **Quebec**, the overall base-rate wage adjustment was 2.6 per cent and there was little variation among different size bargaining units: small bargaining units reported 2.8 per cent (5 agreements), compared to 2.1 per cent (5 agreements) in medium bargaining units and 2.5 per cent (2 agreements) in large bargaining units.

In the province of **Ontario** the overall adjustment was 2.6 per cent. Small bargaining units reported a wage adjustment of 2.2 per cent (10 agreements) while both medium and large bargaining units reported an

average wage adjustment of 2.7 per cent for 11 and 7 agreements respectively.

In the **Prairie** Provinces, there was some variation of wage adjustment by size of bargaining unit. Whereas the overall wage adjustment figure stands at 3.6 per cent, small bargaining units reported an average increase of 3.0 per cent (5 agreements), medium bargaining units reported 3.9 per cent (13 agreements) compared to the 3.0 per cent figure for large bargaining units in a single agreement.

The province of **British Columbia** reported the lowest overall wage adjustment figure at 2.4 per cent which is broken down as follows: 1.9 per cent for small bargaining units (3 agreements), 2.1 per cent for medium bargaining units (3 agreements) and 2.5 per cent for large bargaining units (1 agreement).

In the **Federal** jurisdiction, the overall base-rate wage adjustment was 2.8 per cent. Small bargaining units reported an average wage adjustment of 2.5 per cent (6 agreements) whereas medium bargaining units reported 3.1 per cent (5 agreements) compared to 2.8 per cent for large bargaining units (3 agreements).

By Industry

In the **small** size bargaining units, there was a high degree of variability among the 32 settlements. Wage adjustments were lowest in **primary** industries at 0.8 per cent (3 agreements) and highest in the **finance, real estate and management services** at 7.7 per cent (2 agreements), followed by the **construction** sector at 6.7 per cent (2 agreements).

In the **medium** size bargaining units, the lowest average adjustment was reported in the **wholesale and retail trade** sector at 1.9 per cent (2 agreements). The **utilities** sector reported average wage adjustments at 3.6 per cent (1 agreement). **Education, health and social services** and **public administration** reported an overall average adjustment of 3.2 per cent (27 agreements).

Large size bargaining units recorded the highest average increase in the **utilities** sector at 3.2 per cent (2 agreements). The lowest increase was reported in the **wholesale and retail trade** sector at 1.5 per cent (2 agreements). A very high proportion of employees (58.5 per cent) and agreements (31.0 per cent) were in the **education, health and social services** where the average wage adjustment was 3.1 per cent.

Chart E

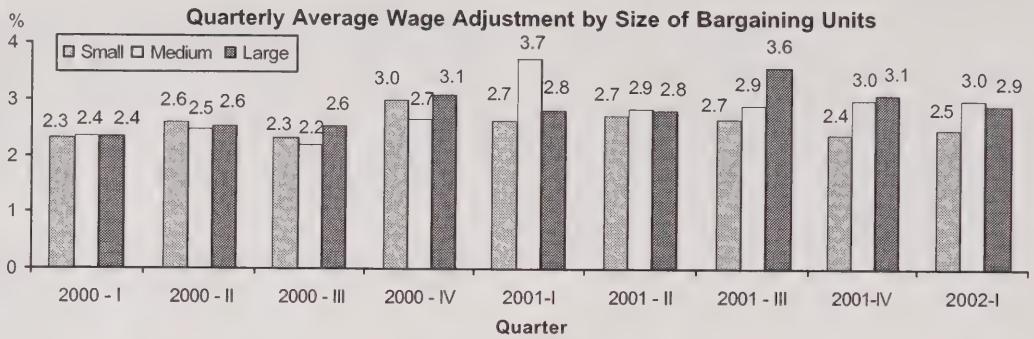


Chart F

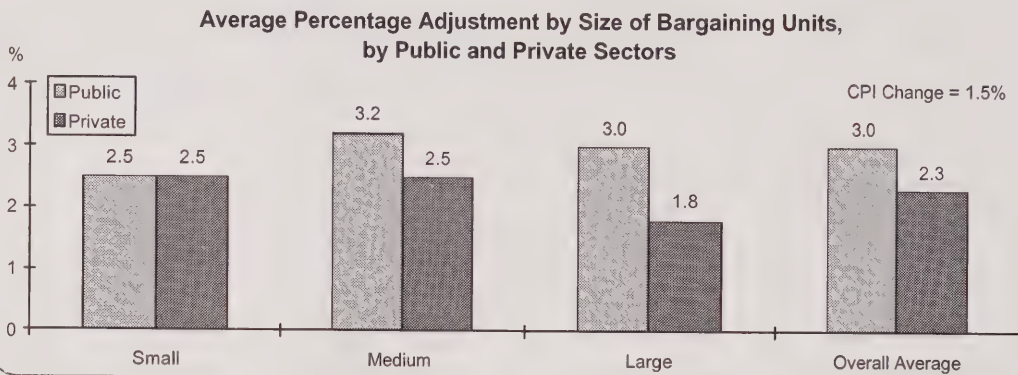


Chart G

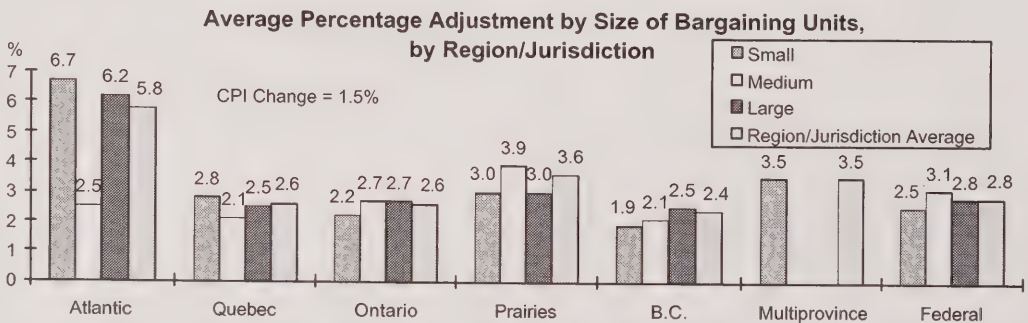
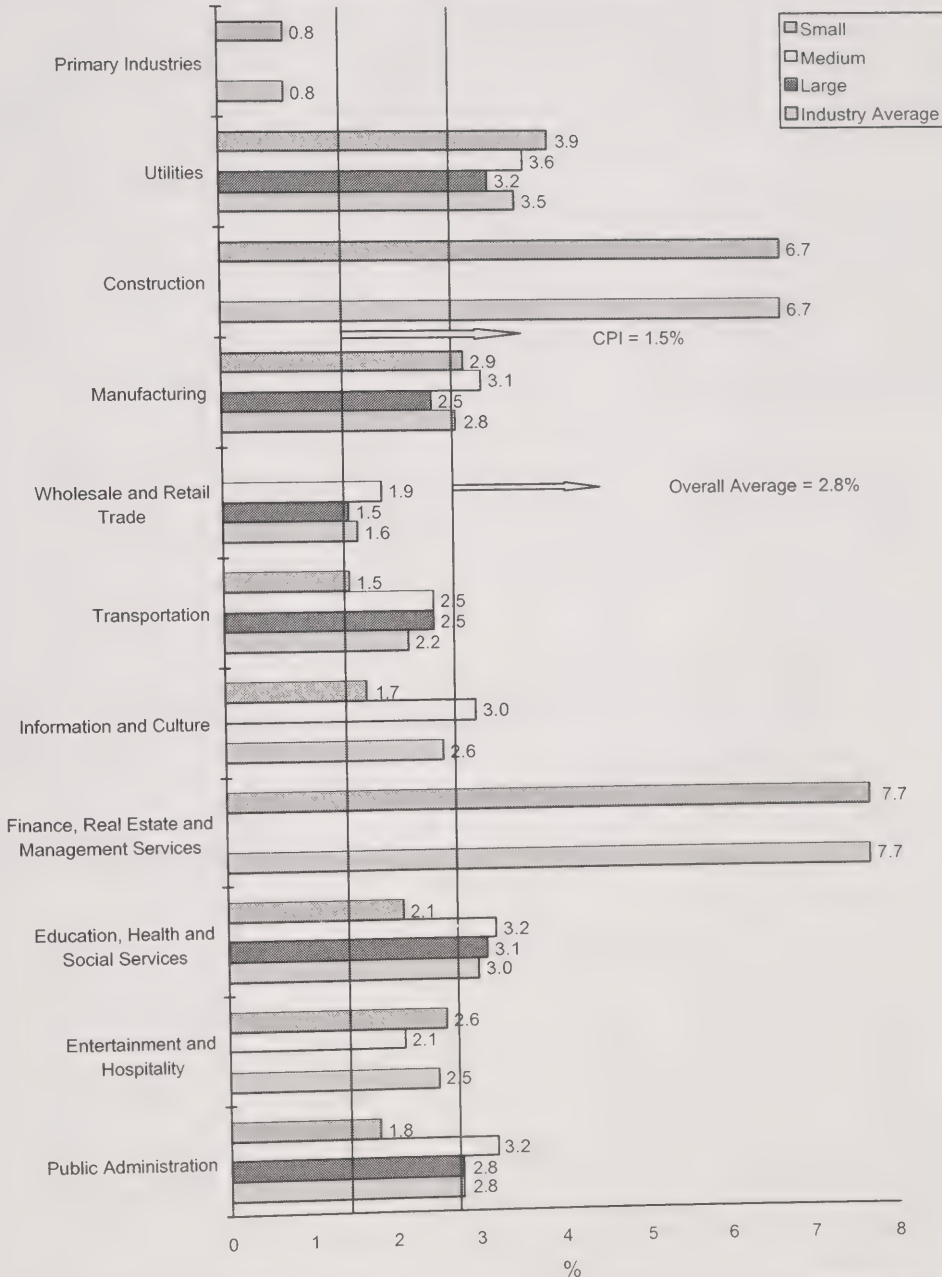


Chart H

Average Percentage Adjustment by Size of Bargaining Units and by Industry



MAJOR SETTLEMENTS REACHED IN THE FIRST QUARTER 2002

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Utilities (3 agreements)	6,060	3.3	3.1	19.1	
ATCO Electric, linemen, province-wide, Alta.	610	3.6	4.0	36	2004-12-31
Bruce Power LP and Bruce Power Inc., general tradesmen, province-wide, Ont.	2,350	3.6	3.1	24	2003-12-31
Hydro One, office and clerical employees, province-wide, Ont.	3,100	3.0	3.0	12	2003-03-31
Manufacturing (6 agreements)	9,480	2.7	2.7	36.6	
Alcan Smelters and Chemicals Ltd., hourly-rated employees, Jonquière, Que.	2,350	3.9	3.9	12	2002-12-31
Associated Clothing Manufacturers of the Province of Quebec Inc., production employees, Montréal, Que.	3,200	1.5	0.8	48	2005-11-30
Better Beef Limited, plant and maintenance employees, Guelph, Ont.	1,030	5.5	5.4	36	2004-12-31
DuPont Canada Inc., plant and maintenance employees, Kingston, Ont.	1,150	2.9	3.0	24	2004-01-27
Kodak Canada Inc., plant and maintenance employees, Toronto, Ont.	620	2.5	2.5	12	2002-11-03
Motor Coach Industries Limited, plant and maintenance employees, Winnipeg, Man.	1,130	1.3	3.1	82	2009-02-01
Wholesale and Retail Trade (4 agreements)	14,150	1.6	1.2	39.1	
Brewers Retail Inc., warehouse employees, province-wide, Ont.	5,200	1.4*	0.0	36	2004-12-31
Extra Foods, Division of Westfair Foods, retail employees, Saskatoon, Sask.	950	1.6	3.5	82	2008-03-24
New Dominion Stores, Division of A&P, retail employees, province-wide, Ont.	6,500	1.6	1.6	36	2004-07-10
Pharma Plus Drugmarts Ltd., retail employees, province-wide, Ont.	1,500	2.0	2.0	36	2005-01-04
Transportation (5 agreements)	7,980	2.5	2.3	38.3	
Air Canada Regional Inc., flight attendants, system-wide	1,050	1.4	0.0	48	2005-05-31
Canada Post Corporation, technical employees, Canada-wide	3,000	2.9*	2.8	36	2004-10-31
Canadian National Railway Co., conductors, etc., system-wide	2,500	2.0	2.0	36	2003-12-31
Government of Canada, ship's officers, Canada-wide	930	2.8	3.2	36	2003-03-31
Marine Atlantic Inc., unlicensed personnel, system-wide	500	4.1*	4.0	48	2004-12-31
Information and Culture (1 agreement)	1,000	3.0	3.0	36	
MTS Communications Inc., craft and service employees, province-wide, Man.	1,000	3.0	3.0	36	2005-01-31
Education, Health and Social Services (26 agreements)	115,260	3.1	3.0	34.7	
B.C. Institute of Technology, instructors/tutors/lecturers, Burnaby, B.C.	600	2.0	2.0	36	2004-06-30
B.C. Public School Employers' Association, elementary and secondary teachers, province-wide, B.C.	45,000	2.5	2.5	36	2004-06-30
Black Gold Regional Division No. 18, elementary and secondary teachers, Nisku, Alta.	530	11.5	11.5	12	2002-09-31
Board of Governors of Dalhousie College and University, professors, Halifax, N.S.	760	2.8	2.8	36	2004-06-30
Comité patronal de négociation secteur santé et services sociaux, health service-non-professionals, province-wide, Que.	640	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	1,440	2.0	2.0	12	2003-06-30

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Conseil scolaire du district catholique Centre-Sud, elementary teachers, Toronto, Ont.	540	2.3	3.0	36	2004-08-31
Dalhousie University, teaching assistants, Halifax, N.S.	970	2.3	3.0	36	2003-08-31
Government of Newfoundland and Labrador, elementary and secondary teachers, province-wide, Nfld.	8,000	7.5	5.0	36	2004-08-31
London District Catholic School Board, support employees, London, Ont.	640	2.5	2.5	24	2003-08-31
Ontario Hospital Association, nurses, province-wide, Ont.	40,000	3.1	3.0	36	2004-03-31
Ottawa-Carleton District School Board, administrative and support employees, Nepean, Ont.	800	2.0	2.0	36	2004-08-31
Ottawa-Carleton District School Board, custodial, Ottawa and Area, Ont.	700	2.0	2.0	36	2004-08-31
Red Deer Public School District No. 104, elementary and secondary teachers, Red Deer, Alta.	570	11.5	11.5	12	2002-08-31
River East School Division No. 9, elementary and secondary teachers, East Kildonan, Man.	860	3.0	3.0	24	2002-06-30
Seven Oaks School Division No.10, elementary and secondary teachers, Seven Oaks, Man.	640	3.0	3.0	24	2002-06-30
Simon Fraser University, teaching assistants, Burnaby, B.C.	900	2.0	2.2	36	2004-04-30
St. Vital School Division No. 6, elementary and secondary teachers, St. Vital, Man.	650	3.0	3.0	24	2002-06-30
Transcona-Springfield School Division No. 12, elementary and secondary teachers, Transcona, Man.	540	3.0	3.0	24	2002-06-30
Université du Québec, support employees, Montréal, Que.	1,450	2.0	2.5	30	2002-11-30
University of Manitoba, support employees, Winnipeg, Man.	1,600	2.3	2.0	36	2004-09-30
University of Regina and University of Saskatchewan, office and clerical employees, Regina, Sask.	2,200	3.0	3.0	36	2003-12-31
University of Saskatchewan, professors, Saskatoon, Sask.	950	6.9	6.9	12	2002-06-30
University of Toronto, instructors/tutors/lecturers, Toronto, Ont.	2,860	2.1	2.2	44	2005-04-30
Upper Grand District School Board, secondary teachers, Guelph, Ont.	760	2.2	2.2	12	2002-08-31
York Catholic District School Board, office and clerical employees, Aurora, Ont.	660	2.5	2.0	24	2003-08-31
	600	2.1	2.2	36	
Entertainment and Hospitality (1 agreement)					
Confédération des syndicats nationaux et ses organismes affiliés, administrative and support employees, Montréal, Que.	600	2.1*	2.2	36	2004-05-31
	46,990	2.8	3.2	36.2	
Public Administration (9 agreements)					
Canada Customs and Revenue Agency, administrative and support employees, Canada-wide	31,990	2.8	3.2	36	2003-10-31
City of Edmonton, firefighters, Edmonton, Alta.	830	3.0	3.0	48	2003-12-27
City of Windsor, inside employees, Windsor, Ont.	1,100	3.0*	3.0	36	2004-12-31
City of Winnipeg, police officers, Winnipeg, Man.	1,480	3.5	3.5	24	2002-12-23
Communications Security Establishment, administrative services employees, Ottawa, Ont.	550	6.1	6.1	12	2002-02-09
District of Saanich, inside employees, Saanich, B.C.	1,100	2.3*	2.2	36	2004-12-31
Government of New Brunswick, administrative and support employees, province-wide, N.B.	3,300	3.1	3.3	48	2004-12-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Public Administration (continued)					
Government of Ontario, advisors and systems professionals, province-wide, Ont.	6,000	2.3	2.9	36	2004-03-31
The Construction Commission of Quebec, office and clerical employees, province-wide, Que.	640	2.5	2.5	24	2002-12-31
Agreements with COLA (6 agreements)	11,500	2.2*	1.5	36.5	
Agreements without COLA (49 agreements)	190,020	3.0	2.9	35	
All Agreements (55 agreements)	201,520	2.9	2.9	35.1	

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Source: Workplace Information Directorate

The Collective Bargaining Bulletin, a monthly publication, contains a list of summaries of the major settlements shown above.

Copies of these settlement summaries, available in English and French, can be obtained by visiting NEGOTECH at <<http://206.191.16.138/goll/>>. These summaries are also available from the Workplace Information Directorate at 1-800-567-6866 or Client Services at (819) 997-3117 or E-Mail: wid-imt@hrdc-drhc.gc.ca

A list of settlements of small bargaining units (less than 500 employees) is available on the Workplace Information Directorate Web site at:

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>

Negotech

A searchable labour relations database developed and maintained by the Workplace Information Directorate, Human Resources Development Canada, providing timely information on the key aspects of collective bargaining in Canada through:

- settlement reports containing the highlights of important benefit changes including wage adjustments in recently signed collective agreements;
- access to full collective agreement contract language; and
- customized data searches.

**For further information, contact the
Workplace Information Directorate at:**

**1-800-567-6866 or (819) 997-3117
Web Site: <http://hrdc.gc.ca/labour/nego>**

Table 1
Major Wage Settlements, by Public and Private Sectors,
by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)	(000's)	(%)		(Months)	(000's)	(%)		(Months)	(000's)	(%)	
Year												
1982	319	14.6	865.1	10.4	189	25.2	282.2	9.5	508	17.2	1,147.3	10.2
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	276	17.0	635.2	3.9	283	26.1	521.0	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	321	25.3	709.2	3.6	232	26.0	412.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	294	30.0	736.0	5.2	159	28.6	265.8	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	301	21.7	975.9	2.0	195	32.2	330.9	2.6	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	-0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	215	31.5	629.6	0.6	186	35.9	278.4	1.4	401	32.8	908.0	0.9
1996	212	31.7	564.3	0.5	166	34.7	246.1	1.7	378	32.6	810.4	0.9
1997	220	30.3	370.3	1.1	159	38.1	321.9	1.8	379	33.9	692.2	1.5
1998	221	31.1	646.3	1.6	182	34.5	274.2	1.9	403	32.1	920.5	1.7
1999	219	35.0	510.6	1.9	158	38.4	314.3	2.7	377	36.3	824.9	2.2
2000	302	33.6	917.5	2.5	103	42.1	163.3	2.4	405	34.9	1,080.8	2.5
2001	257	31.6	689.0	3.2	154	36.0	285.0	2.9	411	32.9	974.1	3.1
2002 *	41	34.6	172.7	3.1	14	38.1	28.8	2.0	55	35.1	201.5	2.9
* Year to Date												
Quarter												
1999 I	79	32.5	192.9	1.3	30	38.1	55.7	2.2	109	33.7	248.6	1.5
II	72	37.4	208.5	2.4	54	40.8	64.0	2.5	126	38.2	272.4	2.4
III	33	36.9	50.0	2.3	42	37.3	127.1	2.4	75	37.2	177.1	2.4
IV	35	33.3	59.3	2.1	32	38.3	67.5	3.8	67	36.0	126.7	3.0
2000 I	122	39.9	497.4	2.3	30	30.5	39.2	3.0	152	39.2	536.6	2.4
II	58	21.3	208.4	2.5	29	41.1	34.3	2.5	87	24.1	242.7	2.5
III	44	33.5	79.6	2.6	20	52.2	58.8	1.9	64	41.4	138.4	2.3
IV	78	29.3	132.0	3.0	24	38.6	31.0	2.3	102	31.1	163.1	2.9
2001 I	59	29.7	144.3	3.8	20	35.9	34.1	2.4	79	30.8	178.4	3.5
II	88	29.9	200.8	2.8	67	35.6	109.7	3.0	155	31.9	310.5	2.9
III	57	30.9	127.6	3.5	38	35.4	112.2	3.2	95	33.0	239.7	3.4
IV	53	34.9	216.3	3.1	29	39.9	29.1	2.4	82	35.5	245.4	3.0
2002 I	41	34.6	172.7	3.1	14	38.1	28.8	2.0	55	35.1	201.5	2.9
II	-	-	-	-	-	-	-	-	-	-	-	-
III	-	-	-	-	-	-	-	-	-	-	-	-
IV	-	-	-	-	-	-	-	-	-	-	-	-

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment

Table 2

**Effective Wage Adjustment in Base Rates, by Region/Jurisdiction,
by Year and Quarter**

	1999	2000	2001	2001 - 2002			
	(%)	(%)	(%)	2	3	4	1
				(%)	(%)	(%)	(%)
All Sectors							
CANADA	2.2	2.5	3.1	2.9	3.4	3.0	2.9
<i>Atlantic</i>	2.0	2.6	3.9	3.8	4.2	3.6	5.7
Newfoundland and Labrador	1.6	3.6	5.0	5.0	5.0	5.1	7.5
Prince Edward Island	2.7	2.2	3.1	-	3.1	3.3	-
Nova Scotia	2.1	2.2	3.7	2.4	4.5	3.7	2.5
New Brunswick	2.4	2.8	3.4	2.0	3.3	3.6	3.1
Quebec	1.6	2.4	2.8	2.3	2.7	3.4	2.3
Ontario	2.2	2.5	2.9	3.0	2.9	2.6	2.7
<i>Prairies</i>	3.0	3.8	4.2	4.1	4.1	3.6	3.7
Manitoba	2.5	2.6	2.4	2.7	2.4	3.0	2.7
Saskatchewan	2.0	3.5	2.9	3.0	2.8	3.0	3.6
Alberta	4.0	4.5	5.1	4.6	5.1	4.4	6.8
British Columbia	0.8	1.6	2.7	1.9	4.0	2.3	2.5
Territories	1.9	2.9	3.1	3.1	-	-	-
Multiprovince	2.8	2.4	3.1	3.0	3.1	4.0	-
Federal	2.8	2.2	3.0	3.2	3.6	2.8	2.8
Public Sector							
CANADA	1.9	2.5	3.2	2.8	3.5	3.1	3.1
<i>Atlantic</i>	1.8	2.9	4.0	3.9	4.2	3.7	5.7
Newfoundland and Labrador	1.3	5.3	5.0	5.0	5.0	5.1	7.5
Prince Edward Island	2.9	2.2	3.1	-	3.1	3.3	-
Nova Scotia	2.3	2.2	3.8	2.0	4.5	-	2.5
New Brunswick	3.1	3.5	3.5	2.0	3.3	3.7	3.1
Quebec	1.7	2.3	2.7	2.1	2.0	5.0	2.1
Ontario	1.5	2.7	3.1	3.2	2.9	2.7	2.9
<i>Prairies</i>	2.9	3.8	4.1	3.2	3.0	3.7	4.1
Manitoba	2.5	2.5	2.4	2.1	2.2	3.0	2.9
Saskatchewan	2.2	3.6	2.9	3.0	2.8	3.0	4.2
Alberta	3.8	4.5	4.9	3.5	3.6	4.4	6.8
British Columbia	0.7	1.3	2.7	1.9	4.1	2.5	2.5
Territories	1.9	2.9	3.1	3.1	-	-	-
Multiprovince	-	-	-	-	-	-	-
Federal	2.8	2.2	3.1	3.3	4.3	2.8	2.9
Private Sector							
CANADA	2.7	2.4	2.9	3.0	3.2	2.4	2.0
<i>Atlantic</i>	2.2	1.8	3.3	3.1	-	3.5	-
Newfoundland and Labrador	2.3	2.4	-	-	-	-	-
Prince Edward Island	2.3	-	-	-	-	-	-
Nova Scotia	1.9	1.7	3.3	3.1	-	3.7	-
New Brunswick	2.3	1.4	3.0	-	-	3.0	-
Quebec	1.6	3.2	2.8	2.4	2.9	2.2	2.5
Ontario	3.6	2.2	2.7	2.8	2.8	2.1	1.9
<i>Prairies</i>	3.8	3.9	4.8	4.7	6.0	2.5	1.5
Manitoba	3.1	3.3	2.5	3.0	2.7	-	1.3
Saskatchewan	0.8	2.0	2.9	-	-	2.9	1.6
Alberta	5.0	5.0	5.5	5.3	6.3	1.6	-
British Columbia	1.3	2.0	1.7	1.4	2.3	1.5	-
Territories	-	-	-	-	-	-	-
Multiprovince	2.8	2.4	3.1	3.0	3.1	4.0	-
Federal	2.8	2.2	2.6	2.7	2.8	2.3	2.1

Table 3

**Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter**

	1999		2000		2001	
	Number of	Number of	Number of	Number of	Number of	Number of
	Agreements	Employees	Agreements	Employees	Agreements	Employees
	(000's)		(000's)		(000's)	
All Sectors						
CANADA	377	824.9	405	1,080.8	411	974.1
<i>Atlantic</i>	22	20.0	19	28.5	33	62.6
Newfoundland and Labrador	8	9.7	4	5.0	7	16.1
Prince Edward Island	3	2.2	2	1.3	5	6.5
Nova Scotia	6	3.9	4	11.7	15	19.4
New Brunswick	5	4.3	9	10.4	6	20.6
Quebec	38	113.1	96	345.9	38	107.9
Ontario	176	320.1	149	286.4	175	303.4
<i>Prairies</i>	68	141.4	62	109.3	76	147.8
Manitoba	18	38.7	20	29.7	16	12.8
Saskatchewan	14	41.1	4	14.3	14	41.9
Alberta	36	61.6	38	65.2	46	93.1
British Columbia	25	71.9	38	67.7	33	165.6
Territories	2	4.6	3	5.6	2	2.0
Multiprovince	3	2.2	3	2.8	8	13.9
Federal	43	151.6	35	234.7	46	171.0
Public Sector						
CANADA	219	510.6	302	917.5	257	689.0
<i>Atlantic</i>	10	10.7	10	20.6	25	55.3
Newfoundland and Labrador	4	6.6	3	2.0	7	16.1
Prince Edward Island	2	1.5	2	1.3	5	6.5
Nova Scotia	3	2.1	2	10.6	8	13.3
New Brunswick	1	0.6	3	6.7	5	19.4
Quebec	12	25.8	76	322.0	18	25.8
Ontario	117	216.0	104	212.1	108	187.0
<i>Prairies</i>	48	119.3	58	106.0	55	118.1
Manitoba	13	34.2	19	28.6	9	7.2
Saskatchewan	10	36.7	3	13.8	12	40.6
Alberta	25	48.5	36	63.7	34	70.3
British Columbia	13	57.6	29	41.6	24	157.6
Territories	2	4.6	3	5.6	2	2.0
Multiprovince	-	-	-	-	-	-
Federal	17	76.5	22	209.5	25	143.2
Private Sector						
CANADA	158	314.3	103	163.3	154	285.0
<i>Atlantic</i>	12	9.3	9	7.8	8	7.3
Newfoundland and Labrador	4	3.1	1	3.0	-	-
Prince Edward Island	1	0.7	-	-	-	-
Nova Scotia	3	1.8	2	1.1	7	6.1
New Brunswick	4	3.7	6	3.7	1	1.2
Quebec	26	87.3	20	23.8	20	82.0
Ontario	59	104.1	45	74.3	67	116.4
<i>Prairies</i>	20	22.1	4	3.2	21	29.7
Manitoba	5	4.6	1	1.1	7	5.7
Saskatchewan	4	4.4	1	0.6	2	1.2
Alberta	11	13.1	2	1.5	12	22.8
British Columbia	12	14.3	9	26.0	9	7.9
Territories	-	-	-	-	-	-
Multiprovince	3	2.2	3	2.8	8	13.9
Federal	26	75.1	13	25.2	21	27.8

Table 3 (continued)

**Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter**

	2001 - 2002							
	2		3		4		1	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	155	310.5	95	239.7	82	245.4	55	201.5
<i>Atlantic</i>	11	19.5	10	20.5	9	15.9	4	13.0
Newfoundland and Labrador	4	10.5	2	4.9	1	0.7	1	8.0
Prince Edward Island	-	-	3	3.7	1	2.3	-	-
Nova Scotia	6	6.0	4	9.4	4	3.5	2	1.7
New Brunswick	1	3.0	1	2.5	3	9.4	1	3.3
Quebec	15	18.3	12	77.9	8	8.4	7	10.3
Ontario	81	140.7	38	46.0	21	51.8	18	75.5
<i>Prairies</i>	19	21.0	17	36.2	22	50.3	14	13.5
Manitoba	6	5.0	4	2.3	2	1.8	7	6.9
Saskatchewan	1	0.7	5	13.9	5	24.3	3	4.1
Alberta	12	15.3	8	20.0	15	24.3	4	2.5
British Columbia	11	68.7	9	46.3	5	10.4	4	47.6
Territories	1	1.3	-	-	-	-	-	-
Multiprovince	5	7.9	2	5.1	1	0.9	-	-
Federal	12	33.1	7	7.9	16	107.6	8	41.5
Public Sector								
CANADA	88	200.8	57	127.6	53	216.3	41	172.7
<i>Atlantic</i>	9	17.4	10	20.5	4	11.2	4	13.0
Newfoundland and Labrador	4	10.5	2	4.9	1	0.7	1	8.0
Prince Edward Island	-	-	3	3.7	1	2.3	-	-
Nova Scotia	4	3.9	4	9.4	-	-	2	1.7
New Brunswick	1	3.0	1	2.5	2	8.2	1	3.3
Quebec	7	8.3	6	11.1	3	3.6	4	4.2
Ontario	47	74.4	21	23.8	14	43.7	12	59.5
<i>Prairies</i>	9	8.2	11	23.8	19	48.5	12	11.5
Manitoba	2	1.5	2	1.2	2	1.8	6	5.8
Saskatchewan	1	0.7	5	13.9	3	23.1	2	3.2
Alberta	6	6.0	4	8.7	14	23.7	4	2.5
British Columbia	8	65.9	6	44.1	2	7.4	4	47.6
Territories	1	1.3	-	-	-	-	-	-
Multiprovince	-	-	-	-	-	-	-	-
Federal	7	25.3	3	4.3	11	101.9	5	37.0
Private Sector								
CANADA	67	109.7	38	112.2	29	29.1	14	28.8
<i>Atlantic</i>	2	2.1	-	-	5	4.7	-	-
Newfoundland and Labrador	-	-	-	-	-	-	-	-
Prince Edward Island	-	-	-	-	-	-	-	-
Nova Scotia	2	2.1	-	-	4	3.5	-	-
New Brunswick	-	-	-	-	1	1.2	-	-
Quebec	8	9.9	6	66.8	5	4.9	3	6.2
Ontario	34	66.4	17	22.2	7	8.1	6	16.0
<i>Prairies</i>	10	12.8	6	12.4	3	1.8	2	2.1
Manitoba	4	3.6	2	1.1	-	-	1	1.1
Saskatchewan	-	-	-	-	2	1.2	1	1.0
Alberta	6	9.3	4	11.3	1	0.6	-	-
British Columbia	3	2.8	3	2.1	3	3.0	-	-
Territories	-	-	-	-	-	-	-	-
Multiprovince	5	7.9	2	5.1	1	0.9	-	-
Federal	5	7.8	4	3.6	5	5.7	3	4.6

Table 4

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by Year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)	(Months)	(000's)	(%)	(Months)	(Months)	(000's)	(%)	(Months)	(Months)	(000's)	(%)
Primary Industries												
1999	4	47.8	2.9	1.8	4	45.2	3.8	2.5	8	46.3	6.7	2.2
2000	1	40.0	0.5	2.0	3	36.0	4.9	1.6	4	36.4	5.5	1.6
2001	4	40.9	3.3	3.1	2	45.5	3.1	1.9	6	43.1	6.4	2.5
2001 II	1	36.0	1.4	4.2	1	48.0	1.8	1.8	2	42.7	3.2	2.9
III	1	60.0	0.7	2.4	-	-	-	-	1	60.0	0.7	2.4
IV	2	36.0	1.2	2.3	-	-	-	-	2	36.0	1.2	2.3
2002 I	-	-	-	-	-	-	-	-	-	-	-	-
Utilities												
1999	14	50.8	30.1	1.8	2	24.0	1.6	2.4	16	49.5	31.7	1.8
2000	14	24.5	25.1	3.5	-	-	-	-	14	24.5	25.1	3.5
2001	10	26.4	12.5	2.6	4	47.0	9.8	2.3	14	35.5	22.3	2.5
2001 II	3	34.2	3.7	2.0	-	-	-	-	3	34.2	3.7	2.0
III	2	29.9	1.3	2.4	-	-	-	-	2	29.9	1.3	2.4
IV	3	28.3	2.7	2.7	2	51.0	8.3	2.3	5	45.5	11.0	2.4
2002 I	3	19.1	6.1	3.3	-	-	-	-	3	19.1	6.1	3.3
Construction												
1999	21	36.1	97.8	2.0	-	-	-	-	21	36.1	97.8	2.0
2000	7	25.2	8.9	3.6	1	48.0	0.5	2.7	8	26.4	9.4	3.6
2001	56	34.6	185.1	3.2	3	60.0	2.5	3.5	59	35.0	187.6	3.2
2001 II	32	34.7	71.6	3.2	-	-	-	-	32	34.7	71.6	3.2
III	21	34.5	98.4	3.3	-	-	-	-	21	34.5	98.4	3.3
IV	2	29.1	2.1	3.4	3	60.0	2.5	3.5	5	45.9	4.6	3.5
2002 I	-	-	-	-	-	-	-	-	-	-	-	-
Manufacturing												
1999	43	52.8	30.8	1.8	31	35.5	72.8	4.3	74	40.6	103.6	3.6
2000	36	33.5	47.4	2.2	17	35.8	21.7	3.3	53	34.2	69.0	2.6
2001	21	44.8	17.9	2.2	26	35.5	24.9	2.5	47	39.4	42.8	2.4
2001 II	7	40.0	6.3	2.7	13	36.6	10.6	2.8	20	37.8	16.9	2.7
III	3	50.2	2.0	2.0	4	38.4	4.0	3.0	7	42.3	6.0	2.7
IV	6	54.9	4.6	2.3	6	34.2	8.3	2.1	12	41.6	12.9	2.1
2002 I	6	36.6	9.5	2.7	-	-	-	-	6	36.6	9.5	2.7
Wholesale and Retail Trade												
1999	9	31.0	10.7	1.6	1	36.0	5.2	0.6	10	32.7	15.9	1.3
2000	12	53.8	33.0	1.9	2	71.4	10.6	1.0	14	58.1	43.6	1.7
2001	5	35.9	4.2	1.6	-	-	-	-	5	35.9	4.2	1.6
2001 II	2	30.9	1.8	2.0	-	-	-	-	2	30.9	1.8	2.0
III	1	48.0	0.7	1.4	-	-	-	-	1	48.0	0.7	1.4
IV	1	36.0	1.0	1.3	-	-	-	-	1	36.0	1.0	1.3
2002 I	3	40.9	9.0	1.6	1	36.0	5.2	1.4	4	39.1	14.2	1.6
Transportation												
1999	19	37.9	47.2	2.9	4	43.0	12.8	2.3	23	39.0	60.0	2.8
2000	14	39.0	41.1	2.7	5	34.3	53.6	2.1	19	36.3	94.7	2.4
2001	23	34.0	31.4	2.8	3	46.8	4.9	2.5	26	35.8	36.3	2.7
2001 II	6	29.3	9.9	2.9	2	50.1	3.8	2.7	8	35.0	13.6	2.8
III	6	37.6	7.3	3.0	-	-	-	-	6	37.6	7.3	3.0
IV	4	33.2	3.7	2.0	-	-	-	-	4	33.2	3.7	2.0
2002 I	3	38.8	4.5	2.0	2	37.7	3.5	3.1	5	38.3	8.0	2.5

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment

Table 4 (continued)

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by Year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)	(Months)	(000's)	(%)	(Months)	(Months)	(000's)	(%)	(Months)	(Months)	(000's)	(%)
Information and Culture												
1999	14	32.5	34.8	2.5	4	56.7	11.2	2.4	18	38.4	46.0	2.5
2000	8	39.4	10.3	2.9	-	-	-	-	8	39.4	10.3	2.9
2001	6	34.5	8.9	3.2	1	60.0	1.1	2.8	7	37.3	10.1	3.2
2001 II	2	39.1	1.2	3.1	-	-	-	-	2	39.1	1.2	3.1
III	-	-	-	-	1	60.0	1.1	2.8	1	60.0	1.1	2.8
IV	3	32.1	4.3	2.9	-	-	-	-	3	32.1	4.3	2.9
2002 I	1	36.0	1.0	3.0	-	-	-	-	1	36.0	1.0	3.0
Finance, Real Estate and Management Services												
1999	4	34.5	2.9	2.8	-	-	-	-	4	34.5	2.9	2.8
2000	7	35.4	12.0	1.7	1	36.0	1.1	2.8	8	35.4	13.1	1.8
2001	12	37.1	14.6	2.2	-	-	-	-	12	37.1	14.6	2.2
2001 II	6	40.1	9.2	2.0	-	-	-	-	6	40.1	9.2	2.0
III	3	33.8	2.8	3.1	-	-	-	-	3	33.8	2.8	3.1
IV	1	36.0	1.4	1.4	-	-	-	-	1	36.0	1.4	1.4
2002 I	-	-	-	-	-	-	-	-	-	-	-	-
Education, Health and Social Services												
1999	140	36.4	301.9	1.8	-	-	-	-	140	36.4	301.9	1.8
2000	200	38.2	503.1	2.6	1	36.0	0.9	4.7	201	38.2	504.0	2.6
2001	164	28.0	301.6	3.5	5	36.8	101.3	2.8	169	30.2	402.9	3.4
2001 II	60	23.0	88.1	3.2	2	36.0	61.0	1.9	62	28.3	149.1	2.7
III	31	28.1	44.6	3.3	2	36.0	36.8	4.4	33	31.7	81.4	3.8
IV	29	34.6	83.5	3.1	-	-	-	-	29	34.6	83.5	3.1
2002 I	26	34.7	115.3	3.1	-	-	-	-	26	34.7	115.3	3.1
Entertainment and Hospitality												
1999	14	33.6	13.3	2.6	-	-	-	-	14	33.6	13.3	2.6
2000	6	46.2	7.7	3.0	-	-	-	-	6	46.2	7.7	3.0
2001	4	36.0	6.4	4.0	-	-	-	-	4	36.0	6.4	4.0
2001 II	2	36.0	5.0	4.3	-	-	-	-	2	36.0	5.0	4.3
III	1	36.0	0.8	2.7	-	-	-	-	1	36.0	0.8	2.7
IV	-	-	-	-	-	-	-	-	-	-	-	-
2002 I	-	-	-	-	1	36.0	0.6	2.1	1	36.0	0.6	2.1
Public Administration												
1999	47	28.5	143.2	2.2	2	36.0	1.8	2.1	49	28.6	145.0	2.2
2000	69	25.9	293.2	2.3	1	36.0	5.3	2.4	70	26.1	298.5	2.3
2001	56	32.5	204.0	3.1	6	36.0	36.5	2.7	62	33.1	240.6	3.0
2001 II	14	32.8	33.2	3.0	2	36.0	2.1	2.2	16	33.0	35.3	3.0
III	18	28.4	38.7	3.0	1	36.0	0.7	2.3	19	28.5	39.4	3.0
IV	19	34.2	120.8	3.1	1	48.0	0.9	2.1	20	34.3	121.7	3.1
2002 I	7	36.2	44.8	2.8	2	36.0	2.2	2.6	9	36.2	47.0	2.8
Agmts.	-	Number of Agreements										
Dur.	-	Average Agreement Duration										
Empls.	-	Number of Employees										
Avg. Adj.	-	Average Annual Adjustment										

Table 5

**Effective Adjustment in Base Rates, Number of Agreements and Employees Covered,
by Year and Quarter**

	1999	2000	2001	2001 - 2002			
				2	3	4	1
All Industries							
Wage Adjustment (%)	2.2	2.5	3.1	2.9	3.4	3.0	2.9
Number of Agreements	377	405	411	155	95	82	55
Number of Employees (000's)	824.9	1,080.8	974.1	310.5	239.7	245.4	201.5
Private Sector							
Wage Adjustment (%)	2.7	2.4	2.9	3.0	3.2	2.4	2.0
Number of Agreements	158	103	154	67	38	29	14
Number of Employees (000's)	314.3	163.3	285.0	109.7	112.2	29.1	28.8
Public Sector							
Wage Adjustment (%)	1.9	2.5	3.2	2.8	3.5	3.1	3.1
Number of Agreements	219	302	257	88	57	53	41
Number of Employees (000's)	510.6	917.5	689.0	200.8	127.6	216.3	172.7
Federal Administration							
Wage Adjustment (%)	2.9	2.1	3.0	3.4	4.4	2.8	2.9
Number of Agreements	10	18	17	5	1	9	3
Number of Employees (000's)	53.2	154.8	131.5	21.5	2.8	99.6	33.5
Federal Crown Corporations							
Wage Adjustment (%)	2.4	2.2	3.3	3.2	4.0	3.0	3.1
Number of Agreements	6	3	7	3	2	2	2
Number of Employees (000's)	19.8	46.6	9.2	5.4	1.4	2.3	3.5
Provincial Administration							
Wage Adjustment (%)	1.6	2.5	3.2	2.9	3.4	4.3	2.6
Number of Agreements	21	37	26	9	5	8	3
Number of Employees (000's)	73.9	114.4	86.2	15.0	17.2	17.2	9.9
Local Administration							
Wage Adjustment (%)	2.3	2.5	2.6	2.5	2.5	3.0	3.0
Number of Agreements	34	33	28	6	15	3	4
Number of Employees (000's)	44.2	69.2	38.3	6.2	24.1	3.1	4.5
Education, Health and Welfare							
Wage Adjustment (%)	1.8	2.6	3.4	2.7	3.8	3.2	3.1
Number of Agreements	138	199	167	63	33	28	26
Number of Employees (000's)	296.2	501.4	400.3	149.6	81.4	84.8	115.3
Public Utilities							
Wage Adjustment (%)	2.1	3.6	2.7	2.4	3.0	2.3	3.3
Number of Agreements	10	12	12	2	1	3	3
Number of Employees (000's)	23.3	31.0	23.6	3.1	0.6	9.3	6.1

Table 6

Selected Economic Indicators,
by Year and Quarter

	1999	2000	2001	2001- 2002			
				2	3	4	1
Wage Settlements (%)	2.2	2.5	3.1	2.9	3.4	3.0	2.9
Public Sector (%)	1.9	2.5	3.2	2.8	3.5	3.1	3.1
Private Sector (%)	2.7	2.4	2.9	3.0	3.2	2.4	2.0
Agreements in Force	2.0	2.3	2.7	2.7	2.8	2.9	2.7
Public Sector (%)	1.8	2.2	2.8	2.9	2.9	3.0	2.8
Private Sector (%)	2.2	2.4	2.6	2.4	2.6	2.7	2.5
Consumer Price Index							
Per Cent Change ¹	1.7	2.7	2.6	3.6	2.7	1.1	1.5
GDP ² at Basic Prices ³							
Per Cent Change ¹	4.8	4.5	1.1	1.9	0.0	0.4	1.7
Labour Productivity Growth (%)	2.2	1.9	0.4	0.6	-0.4	0.4	1.2
Unit Labour Cost (%)	0.8	3.7	2.8	1.0	2.7	2.2	0.5
Unemployment Rate ³	7.6	6.8	7.2	7.0	7.2	7.7	7.8
Employment (000's) ³	14,531	14,910	15,077	15,083	15,074	15,094	15,199
Per Cent Change ¹	2.8	2.6	1.1	1.4	1.0	0.4	1.1
Average Weekly Earnings ³	\$ 638.67	\$ 653.50	\$ 664.26	\$ 661.52	\$ 667.56	\$ 670.44	\$ 673.16
Per Cent Change ¹	1.0	2.3	1.6	1.5	1.7	1.9	1.9
Average Hourly Earnings	\$ 16.07	\$ 16.52	\$ 16.79	\$ 16.70	\$ 16.84	\$ 17.02	\$ 17.16
Per Cent Change ¹	1.6	2.8	1.6	0.8	2.4	3.4	3.4

¹ Per cent change from the same period of the previous year² GDP - Gross domestic product at basic prices (1997)³ Seasonally adjusted data

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated **cost-of-living allowance (COLA)** payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract dura-

tion. In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an **inflation projection of 2.0 per cent** has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion.*

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly

financed out of general taxation or other public funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the federal government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and territorial governments

- (a) provincial and territorial government administration;
- (b) health, education and social services agencies or institutions:
 - (i) public hospitals,
 - (ii) provincial residential care facilities,
 - (iii) universities,
 - (iv) colleges, vocational and trade institutions,
 - (v) social services business enterprise,
 - (vi) provincial elementary and secondary schools.

(3) Local Government Administration

- (a) local government organizations such as: municipalities, boards, commissions;
- (b) school boards;
- (c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

- (a) a government holds more than 50 per cent of its voting equity, directly;
- (b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

- (a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
 - (i) the holding is the largest block of voting equity; and
 - (ii) the holding exceeds 33.3 per cent of the voting equity; and
 - (iii) the block is larger than the combined percentage of the next two largest blocks;
- (b) the commercial enterprise declares that it is effectively controlled by a government;
- (c) there exists a method or variety of methods (e.g., significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

SELECTED PROVISIONS IN CURRENT COLLECTIVE AGREEMENTS

Tania Plante
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Introduction

The following article provides a brief outline of three provisions that were recently added to the new collective agreements analysis manual: telework, leave for job search, and phased retirement.

Telework

While only a few collective agreements contain a provision for telework, this does not reflect the overall incidence of such a practice. Telework can often be found in an informal agreement between the employer and the employee, or it may be covered within the company's human resources policies. This is in fact the case within the Public Service of Canada as outlined in the Treasury Board Secretariat's policy on telework, effective December 9, 1999. The detailed policy addresses telework as a means of reconciling the pressures of personal, professional and family obligations and creating a good working environment. The policy defines the conditions that apply and outlines the responsibilities of the employer and the employee. For example, in this case, the employer is responsible for the repair and maintenance of the equipment provided by the employer, but if employees wish to use their own equipment, they are responsible for that equipment. Employees must also ensure that their workplace complies with health and safety standards.

Furthermore, telework clauses in collective agreements vary depending on the specific agreement. Some agreements contain very few details as is the case with the collective agreement between the National Museum of Science and Technology and the Public Service Alliance of Canada which provides that, upon the request of either party, the parties must meet in order to establish and develop the conditions in which telework would occur. Other collective agreements refer to telework in appended letters or memoranda of agreement, without providing details on actual implementation.

Some collective agreements contain clauses that offer more complete details on telework. An example is the agreement between Saskatchewan Crop Insurance Corporation and the Saskatchewan Government and General Employees Union, in which telework and the related procedures are both defined. The clause also covers aspects related to health and safety, equipment costs, reimbursement of expenses incurred (equipment replacement, telephone calls, software updates), employer expectations, and so forth.

Similar details are found in the agreement between Hydro One Inc. and The Society of Energy Professionals which provides a definition of telework, related conditions and a brief definition of employer and employee responsibilities. Of note, are the conditions that apply to all teleworkers, such as the fact that it is voluntary and can be cancelled at any time, that the employer will provide the equipment required, and notices and advice on occupational health and safety. Other aspects, such as performance evaluations, certain conditions and training must be discussed at the local level.

Leave for Job Search

A small number of collective agreements contain clauses that allow for time off for job searching. In the agreements examined, this type of provision generally applies to a situation in which jobs are being cut back and most agreements offer a certain amount of paid or unpaid time to participate in job interviews or exams with a potential future employer.

For example, in the collective agreement between Ottawa-Carleton Catholic District School Board and Ontario English Catholic Teachers' Association, employees are entitled to a maximum of two paid days for job searching when job cutbacks are being implemented. In other cases, the amount of time allocated is not clearly defined. In the agreement between Greater Toronto Airports Authority and the Public Service

Alliance of Canada, an employee is entitled to a reasonable amount of paid time off, if subjected to an indefinite layoff.

In the agreement between AltaSteel Ltd. and the United Steelworkers of America, Local 5220, employees are entitled to a maximum of 16 hours per month for interviews and exams, and are paid half their hourly wage.

The above examples demonstrate that despite the small number of agreements that allow for job searching, there is a certain variety in its implementation.

Phased Retirement

Phased retirement is becoming an increasingly important issue for workers and employers in certain workplaces as it allows employees to reduce their workloads and employers to retain valuable and knowledgeable employees for a longer period of time. Some organizations are introducing company-wide access to phased retirement by means of human resources policies and practices. Some unions are recognizing the appeal for workers and are bargaining such practices to be included in collective agreements.

While the number of collective agreements in the database with phased retirement is fairly low (5.6 per cent of agreements and 15.4 per cent of employees), it is worthwhile outlining the language of such provisions.

For example, in the collective agreements of the health sector in Quebec, a program allows incumbents to reduce their workload in the years preceding their official retirement. Phased retirement can be implemented over a minimum of one year to a maximum of five years in the period that immediately precedes the official retirement. Employees who take advantage of phased retirement are subject to the working conditions that govern part-time employees.

In some cases, phased retirement can be combined with pre-retirement leave, which may allow for the utilization of a specified number of unused sick leave days.

Phased retirement although seemingly an effective method for employers to retain skilled workers is not widespread as yet. It will be interesting to track the incidence and trends related to phased retirement provisions in the coming years.



WORK STOPPAGES—2002 AND CHRONOLOGICAL PERSPECTIVE

Workplace Information Directorate
Labour Program, Human Resources Development Canada

Major Work Stoppages (500 or More Workers)

Summary

There were nine work stoppages involving 500 and more workers during the first quarter of 2002 in Canada. Three major work stoppages accounted for 83 per cent of the person-days not worked. The strike involving the Government of Ontario and the Ontario Public Service Employees Union represented 360,000 person-days not worked, which accounted for approximately 71 per

cent of the person-days not worked during the first quarter. During the same period, two other work stoppages accounted for approximately 12 per cent; school teachers with the British Columbia Public School Employers' Association and inside workers with the City of Windsor, Ontario, accounted for 35,000 and 27,500 respectively of person-days not worked.

Table 1
Major Work Stoppages by Jurisdiction
First Quarter 2002

Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	-	-	-
Prince Edward Island	-	-	-
Nova Scotia	1	780	13,260
New Brunswick	-	-	-
Quebec	1	3,200	25,600
Ontario	2	31,100	387,500
Manitoba	-	-	-
Saskatchewan	1	2,000	7,140
Alberta	1	14,000	25,480
British Columbia	2	35,700	35,700
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	8	86,780	494,680
Canada Labour Code-Part I	1	1,200	7,200
Federal Administration	-	-	-
Federal Total	1	1,200	7,200
Total	9	87,980	501,880

Source: Workplace Information Directorate

Table 2
Major Work Stoppages by Industry
First Quarter 2002

Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	-	-	-
Utilities	-	-	-
Construction	-	-	-
Manufacturing	1	3,200	25,600
Wholesale and Retail Trade	1	2,000	7,140
Transportation	-	-	-
Information and Culture	1	1,200	7,200
Finance, Real Estate and Management Services	-	-	-
Education, Health and Social Services	4	50,480	74,440
Entertainment and Hospitality	-	-	-
Public Administration	2	31,100	387,500
Various Industries	-	-	-
Total	9	87,980	501,880

Source: Workplace Information Directorate

All Work Stoppages—Fourth Quarter 2001 (One or More Workers)

Table 3

All Work Stoppages by Jurisdiction Fourth Quarter 2001

Cumulative to December 31, 2001

Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	22	20,294	117,320
Prince Edward Island	-	-	-
Nova Scotia	11	5,941	37,260
New Brunswick	7	5,319	18,670
Quebec	105	42,055	458,540
Ontario	141	33,727	672,000
Manitoba	12	2,442	63,230
Saskatchewan	10	12,747	68,810
Alberta	7	2,973	90,190
British Columbia	40	50,994	434,280
Territories	1	614	900
Multiprovince	-	-	-
Total Provinces	356	177,106	1,961,200
Canada Labour Code-Part I	19	3,152	101,025
Federal Administration	4	43,503	172,100
Federal Total	23	46,655	273,125
Total	379	223,761	2,234,325

Source: Workplace Information Directorate

Table 4

All Work Stoppages by Industry Fourth Quarter 2001

Cumulative to December 31, 2001

Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	18	5,134	132,050
Utilities	5	842	17,380
Construction	6	16,110	86,570
Manufacturing	117	17,214	528,300
Wholesale and Retail Trade	39	3,570	128,910
Transportation	35	8,262	365,655
Information and Culture	11	2,966	42,950
Finance, Real Estate and Management Services	18	5,153	41,860
Education, Health and Social Services	73	109,637	585,760
Entertainment and Hospitality	38	3,841	85,830
Public Administration	19	51,032	219,060
Various Industries	-	-	-
Total	379	223,761	2,234,325

Source: Workplace Information Directorate

A weekly listing of major work stoppages in Canada and a full chronological perspective are available on the Workplace Information Directorate Web site at:

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>

Table 5

All Work Stoppages—A Chronological Perspective

Period	Number beginning year or month	in existence during year or month*			% of Estimated working time
		Total Number	Workers involved	Person-days not worked	
1992	353	404	149,940	2,110,180	0.07
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,070	0.05
1996	297	330	281,816	3,351,850	0.11
1997	229	284	257,664	3,610,210	0.12
1998	341	381	244,402	2,443,880	0.08
1999	358	413	158,612	2,445,740	0.08
2000	319	377	143,570	1,661,620	0.05
2001	323	379	223,761	2,234,325	0.07
2000					
December	20	77	10,985	115,160	0.04
2001					
January	11	67	7,630	110,840	0.04
February	18	67	8,915	114,190	0.04
March	32	79	16,433	186,740	0.07
April	61	121	52,850	503,840	0.18
May	29	103	42,679	288,605	0.01
June	41	108	45,283	258,210	0.09
July	30	90	19,498	178,415	0.06
August	23	74	78,394	211,985	0.07
September	16	62	23,051	110,720	0.04
October	25	66	7,759	82,520	0.03
November	15	60	12,356	75,390	0.03
December	22	60	8,922	112,870	0.04

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the North American Industry Classification System (1997).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is

the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

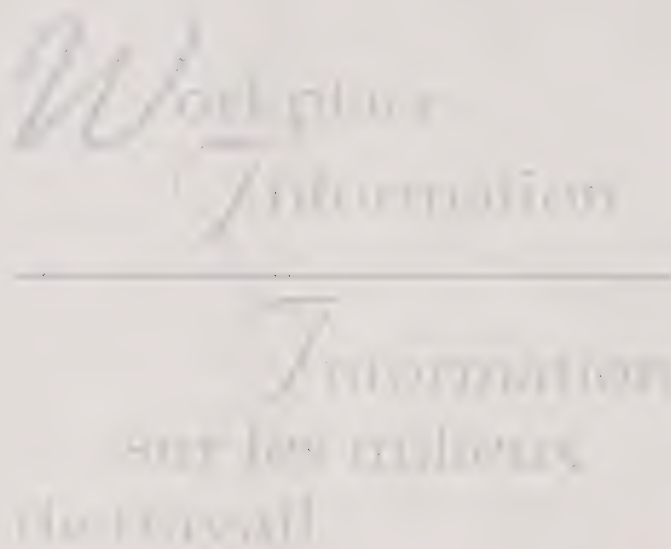
Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intend-

ed as a measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses

covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g., minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.



INNOVATIVE WORKPLACE PRACTICES

Bruce Aldridge
Workplace Information Directorate
Labour Program, Human Resources Development Canada

This overview of workplace innovations is based on a review of 100 collective agreement settlements ratified during the first quarter of 2002. Of these, close to one half (47 settlements) contained provisions considered to be innovative or of particular interest.

Duration

Of all settlements reviewed for the quarter, slightly more than one-half (53 collective agreements) had a duration of 36 months. Twenty-two collective agreements had terms ranging from between 20 and 24 months, while seven had a duration of 12 months. Of those remaining, 18 had durations of more than 40 months. The longest duration was between National Grocers Co. Ltd, Southern Ontario and various locations in Quebec, and International Brotherhood of Teamsters, with a collective agreement of 96 months. In Quebec, another two agreements, Association des transporteurs de la région de Montréal with International Brotherhood of Teamsters and Alcan Smelters and Chemicals Limited with the Fédération des syndicats du secteur de l'aluminium inc., settled 60-month contract terms.

Compensation

A **performance pay** plan continues at Hydro One, province-wide, Ontario, with Society of Energy Professionals with a minimum payout of 1.0 per cent and a cap of 4.0 per cent of base payroll for the year 2002. The plan is based on corporate and line of business results. Telus Communications (Quebec) Inc. and Telus Solutions (Quebec) Inc. with Canadian Union of Public Employees have introduced **performance-based bonuses** for consultants linked to a sales program, with an 8.0 per cent target bonus and a 16 per cent maximum bonus. Boeing Toronto Ltd., and Canadian Autoworkers have also introduced a **performance incentive** plan, calculated to include wages that would have normally been earned during a mandatory temporary shut-down, providing that the shut-down does not exceed 52 weeks. Employees

aged 49 years and over would be eligible for a maximum of \$1,000 per month. Canada Post Corporation and Public Service Alliance of Canada have a **corporate team incentive** plan whereby full- and part-time employees will be eligible for a potential of 3.0 per cent of salary per fiscal year for meeting corporate financial, service performance, and customer satisfaction targets. There is also a possibility of earning more than the 3.0 per cent should the corporation exceed the targets it sets or less if the targets are not reached. Télébec ltée., Îles-de-la-Madeleine, Québec, and International Brotherhood of Teamsters have a **company performance bonus** program with a possible target set at 4.0 per cent of the maximum wage step for each grade during the year when the company's performance is assessed.

A **profit sharing** provision exists with Algoma Steel Inc., Sault Ste. Marie, Ontario, and United Steelworkers of America which contributes to company restructuring. Employees are to receive \$10 million of the savings for 2002, payable in 2004 and an additional \$10 million of the savings for 2003, payable in 2005. Also, employees will receive an option of a 20 per cent ownership in the newly structured company.

Effective January 1, 2005, a **market-based wage positioning** will be established with Alcan Smelters and Chemical Limited, Jonquière and other centres, Québec, and Fédération des syndicats du secteur de l'aluminium inc. There is a guarantee of a 1.0 per cent wage adjustment more than the highest weighted average wage in the aluminium industry; on January 1, 2003, 2004, 2005 and 2006, respectively, unless this is prevented by general economic conditions or the Company's financial situation. The adjustment will be determined on the basis of a wage survey of 12 major companies and if Alcan's wage position, including the 1.0 per cent guarantee differs from the general market by more than 3.0 per cent, employees will receive 50 per cent of the difference in the form of quarterly lump-sum payments. Also, wage adjustments on the above dates will be determined as a result of **parity**

committee negotiations that will take into account the following factors: Consumer Price Index for the coming year, wage forecasts, overall economy, wages paid in the general economy and the Company's financial situation.

The University of Manitoba and University of Manitoba Faculty Association have set up a **retention fund** of \$250,000 to be used to increase a faculty member's base salary in situations where the member is being pursued for employment by other institutions.

A unique **wage security account** has been initiated between the Potash Corporation of Saskatchewan Inc. and United Steelworkers of America. Upon reaching 120 hours of unused time off with pay, the excess time will be converted to cash and deposited into the account. During lay-offs of one week or more, employees may draw out \$250 per week. The retained hours will be paid out upon retirement or death.

Montréal Airports and Centrale des syndicats démocratiques have introduced a **deferred salary** plan to enable employees with five years service to take self-funded leave which cannot be less than three months or more than 12 months. The leave can be financed over a maximum period of six years.

Working Conditions

The District of Saanich in British Columbia, and Canadian Union of Public Employees have implemented a **voluntary self-directed hours of work** plan for certain classifications. The purpose of the plan is to provide employees with the flexibility to self-determine their hours of work, yet still provide management with an alert tracking system to aid an employee with managing their workload when needed.

Ontario Power Generation and Canadian Union of Public Employees have negotiated a new **reduced hours** provision. Employees currently working 40 hours per week will have the option of having their hours reduced to 39. Should the employee opt to remain at 40 hours, they will receive an increase of 2.5 per cent on wages, which will be used for pensionable time. Should they opt to move to 39 hours per week, the pensionable earnings will be calculated at 39 hours per week while banking one hour to be used for future time off.

A **financial assistance fund** has been created by the University of Toronto and Canadian Union of Pub-

lic Employees to provide \$250,000 per year to the union which is to be used solely to make available financial assistance to employees.

New Dominion Stores, province-wide, excluding Northern Ontario, and Canadian Autoworkers introduces a **legal assistance fund** with the employer contributing between three and five cents per hour to provide assistance to both full- and part-time employees.

Pratt and Whitney Canada Inc., Longueuil, Québec, and Canadian Autoworkers have negotiated a new provision within their health and welfare plans to cover **gambling addiction treatment** for any employee.

Job Security

A **plant closure** provision is included in the agreement with Smurfit-MBI, Edmonton, Alberta, and Communications, Energy and Paperworkers Union of Canada. On a permanent closure, an employee is entitled to severance payment equal to 12 weeks' pay for each of the first 15 years of service plus one weeks' pay for each year thereafter. New Dominion Stores and Canadian Autoworkers also have a new closure provision whereby employees with at least five years service and who opt to sever employment will receive an amount equal to one week payable at twice the employee's regular weekly rate of pay for each year of service to a maximum of 26 weeks.

Training

Ontario Power Generation Inc. and Canadian Union of Public Employees have initiated a **skill broadening program**. The program will enable employees to voluntarily perform work outside of their traditional roles. Skill broadening would be achieved by providing employees with the training and opportunities to perform additional work safely. Employees who choose to participate in the program would be eligible for the following:

- December 31, 2001, \$1,000 lump-sum payment;
- January 1, 2002, a 5.0 per cent increase in base wages, and an additional 2.0 per cent if the 5.0 per cent and the 2.0 per cent increases applied takes the employee above the top band wage step;
- April 1, 2003, employee would be placed on the salary band at one step above their current rate;

- Employees currently working 35 or 37½ hours per week may move to 40 hours permanently.

A **career development** provision exists with the Vancouver Community College and Canadian Union of Public Employees. The college will provide \$40,000 per year for permanent and temporary employees to cover the costs of courses, seminars, and workshops related to their duties and career aspirations. They can receive up to five paid days of leave per year.

The Government of New Brunswick and New Brunswick Public Employees Association are developing a more strategic approach to the **training and development** of employees with a view to enhancing their ability to successfully compete in the future market place. The parties will examine the future market place, skill sets required for future positions, options for acquiring those skills, and potential joint funding models.

A first-time agreement for aircraft maintenance employees with Air Canada Regional Inc. and Canadian Autoworkers introduced a **work training** provision. The employer will provide training, in order of classification seniority, to employees affected by new equipment, changes to equipment, new work processes, or changed licensing requirements. Any employee who enrolls in a course outside of working hours at any recognized educational institution to upgrade current skills or provide useful training for their career with the employer, will be reimbursed one half of the cost of tuition and text books. The parties also negotiated a **union education** provision whereby the employer will contribute \$3,000 per month to a special union trust fund for upgrading employee's skills in all aspects of trade union functions. Employees, selected by the union to attend such courses, may be granted up to 23 days of class time plus travel time.

Labour-Management Committees

During this first quarter, close to a quarter (12) of the 47 agreements with innovative practices contained provisions for establishing committees examining a wide variety of concerns.

A **joint education/orientation session** committee with IMC Esterhazy Canada Limited Partnership, Esterhazy, Saskatchewan, and Communications, Energy and Paperworkers Union of Canada has been established to present to all stewards, chief stewards, supervisors, and superintendents the highlights of the negotiated changes to the current collective agreement.

The University of Manitoba and Association of Employees Supporting Education Services have established a **classification review** committee to conduct a survey of all bargaining unit classifications. A sum of \$150,000 has been contributed by the university to finance necessary adjustments identified by the committee. The parties also introduced a **job sharing** committee to examine possible arrangements for implementation.

Bruce Power LP/Bruce Power Inc., Tiverton, Ontario, and Canadian Union of Public Employees have integrated many committees to their agreement. A **job rating system** committee is to review all additional duties added to existing classifications due to restructuring. A **health and safety** committee will review any changes to safety-related legislation and provide direction to the corporate executive to ensure that safety policies, programs, and processes meet legislative requirements. Other committees include shift scheduling, training, vacation and security issues.

A **quality customer service** committee has been established by the Saskatchewan Transportation Company and Amalgamated Transit Union which will meet at least biannually to review and resolve concerns and to plan future developments and mutual solutions.

A number of other agreements include provisions to discuss such issues as pension plan, insurance plans, clothing allowance and an anomaly fund.

Innovative Workplace Practices

Previously published innovative workplace practices from past issues of the Workplace Gazette are available on the Workplace Information Directorate Web site at:

<http://labour.hrdc-drhc.gc.ca>

INTERNATIONAL LONGSHOREMEN'S ASSOCIATION AND THE PORT OF SAINT JOHN EMPLOYERS ASSOCIATION PARTNERSHIP PROJECT

Lorne De Gaust
Partnership Project Manager
Port of Saint John Employers Association

The International Longshoremen's Association and the Port of Saint John Employers Association partnership project was formed to research, develop and implement a new and unique working relationship in the Port of Saint John. The current highly competitive business market necessitates changes in working practices, and both management and labour realize the necessity of improved communication and partnership. The vision was to create a positive working environment that promotes continuous productivity and quality improvements to satisfy customer needs and to provide challenging and rewarding career opportunities for employees.

Partnership Project Objectives

The dual goals of the partnership were to develop and adapt the working relationship between the union and the Port to gain more efficient and effective work practices and to prepare the workforce to meet the changing demands of the industry.

The objectives of the partnership project were to research, develop and design a new working environment that will lead to a more productive and cooperative workplace culture, which will be a working model for the future of the Port of Saint John as well as others in the same sector.

The Partnership Leadership Committee established joint committees to review indices required for success and to set and track goals and achievements; to determine, develop and implement training on team and communication skills and business basics; to visit and evaluate other longshoring operations and recommend, if feasible, similar changes to the Port of Saint John operations; and, finally, to carry out surveys dealing with employees' opinions and the satisfaction of the Port's customers.

Joint Committees

Port Leadership Committee

Committee members, chosen from union Local 273, member companies, the Port of Saint John Employers Association, and the Saint John Port Authority, provided a framework and source of actions for the project, working as a group or in focused action committees to further the stated objectives. They acted as a review board for work done by the action committees.

The Leadership Committee reviewed the survey results, compiled and analysed the necessary data, identified accountabilities and prepared action plans and recommendations to address the issues. The team presented its findings and recommended actions, as well as a strategic plan, on February 10, 2000.

Discussions on how to attract new business and strengthen marketing strategies were conducted. The essential development of these meetings, along with an increase in work, was the sharing of ideas and concerns and a team attempt to address the issues. During these

discussions, all participants stated their willingness to explore ways to jointly reduce the cost structure to attract new business.

Communication was seen to be an essential part of addressing many issues identified in the surveys; therefore, a Communications Committee was developed to deal with communications both within the Port community and between the Port and the community at large. The objectives of this committee were to prepare a Port communications plan and to act as an interface with the community and government.

Communications Committee

The development of working relationships relies on quality communication, which is useful, consistent and honest. The committee endeavoured to maintain a high level of communication to all stakeholders throughout the project. Strategies included frequent information on the objectives, initiatives and progress of the committee.

Following are some highlights of the communications initiatives:

- The opening of the Performance Centre on December 13, 1999, was attended by over 100 individuals from the Port community as well as several New Brunswick businesses and political leaders. From its inception, the Centre was intended as a focal point for increased interaction and communication in the Port community. Activities of the Centre have included academic skills and GED (General Educational Development) instruction for Port employees, basic computer and Internet training for Port employees and family members, health and safety seminars and various committee and project meetings, safety training and information sessions. Port-specific orientation and equipment training is in progress to proactively meet the future needs for skills at the Port. The Performance Centre has succeeded in its objective of being a centre of training and communications.
- The *Port Connections* newsletter was a major source of information for Port employees about people and events on the waterfront as well as industry information (recent and comparative tonnage reports) and partnership project updates. This newsletter has often provided an informal forum for individual Port workers to share their opinions with the Port community.
- *Canadian Sailings*, a national magazine for the industry, published a number of articles, which were distributed to all Port employees. The articles outlined the objectives and initiatives of the Port partnership project and commended the work of the committee.

- *Port Progress*, the Saint John Port Authority quarterly magazine, featured the project several times and was instrumental in keeping all stakeholders informed.
- Employee information sessions were held and management and union representatives endeavoured to keep their employees and union members informed and interested in the project.

Action Committees

Customer Satisfaction Survey

This committee obtained a current and realistic picture of customer opinions and needs by overseeing the development, printing and administration of a survey to customers of the Port of Saint John. The survey was conducted during January and February 2000. The results were brought to the attention of all Port stakeholders so they could jointly develop ways to address customer concerns and improve the Port's service standards and reputation.

Among the findings:

- The Port Authority and senior terminal staff provide service highly rated by customers for professionalism, co-operation and accessibility; however, other areas of the workforce leave room for improvement.
- The use of the Port of Saint John is influenced by its proximity to or remoteness from cargo, suppliers, markets and customers. Location and cost are the two determining factors considered in port selection. In the minds of customers, the Port of Saint John is challenged in both areas at the present time.

- Current rail connector services to Saint John are inadequate for full development of the Port's potential.
- The Port's operators and terminal facilities are meeting the expectations of most customers, who are satisfied with the facilities and the services provided.
- Under existing contracts and agreements, union workers render service that is often less than satisfactory to Port customers, particularly in the areas of flexibility, co-operation and professionalism.
- While additional container and bulk-handling facilities for the Port are of interest, such facilities and services may have limited success in significantly increasing Port business.

In April 2000, the results of the customer satisfaction survey were distributed to each employee. There were several postings of the results as well as information sessions with stakeholders to discuss the survey's implications. The results made clear that some of the Port of Saint John's problems were not solely a result of slow times and emphasized the need for change in labour structures and service. The conclusions of this survey have been the basis for several initiatives and are of assistance in discussions on the new work arrangement.

Employee Opinion Survey

This committee obtained an up-to-date picture of employee attitudes and opinions about the Port's working environment in a survey conducted in the fall of 1999. The results were brought to the attention of all Port stakeholders so that ways to address customer con-

cerns and improve the working environment could be jointly developed. The committee analysed and presented the survey information to the main Leadership Committee in October 1999.

Because an important goal of this survey was to achieve maximum participation and support from all stakeholders, every effort was made by the union as well as by the employers to prepare employees for the survey. All agreed that without the commitment of the employer companies to act upon the survey results, the whole partnership process would suffer and potentially fail. Messages on Port announcement tapes, reminders at monthly meetings and posted messages on bulletin boards let employees know of the initiative and its objectives; union representatives emphasized the importance of the survey to employees.

The results concluded that:

- Assignment, maintenance and availability of machinery and equipment are leading workplace issues at the Port of Saint John.
- While sheds are considered well maintained, slippery shed floors and, to a lesser degree, the condition of wharves require attention.
- Employees at the Port of Saint John appear to lack meaningful interaction with management, which negatively affects the working relationship.
- Workers strongly support employee access to training sources, but do not see this access as currently available to all Port employees.
- Morale among Port employees is judged to be in decline.

- Port employees make use of the information links available to them at the Port, but the Performance 2000 Resource Centre has yet to achieve its full potential.

The survey results were communicated to all Port stakeholders through: (a) a special edition of *Port Connections* (the internal Port newsletter); (b) a P2K newsletter conveying the results of both the customer survey and the employee opinion survey; and (c) information and discussion sessions held with union members. Actions and initiatives were undertaken to address the issues raised in the survey, including training initiatives such as supervisory training. The survey results provided valuable insights into Port working conditions needed for the success of the partnership project and achieved the goal of furthering understanding and strengthening the long-term relationship among Port stakeholders.

Benchmark Studies

This committee developed benchmark standards by which the Port of Saint John could assess its current standing compared with related sites to assist in determining its future direction. Questionnaires and visits to various port sites were undertaken to find successful initiatives and work arrangements.

Questionnaires were administered to six European and two Canadian ports. Visits were conducted to the ports surveyed with the intent of reviewing their employment relationships and port operations. Representatives from the union, management and the Port Authority participated in these studies and

jointly prepared and presented their findings on July 28, 2000 to the Leadership Committee.

On November 24, 2000, a meeting was held to present a detailed report to some 160 union and management personnel. All stakeholders discussed the status of the Port of Saint John in relation to similar ports world-wide.

It was acknowledged that some aspects of the operations of other ports, especially those in Europe, depend on government policies that are unlikely to be instituted in Canada. However, all ports visited were structured essentially the same way with regard to the employment relationship. All had a national union representing their employees (dockers, trades, etc.). Wages and benefits were negotiated nationally with collective labour agreements, and operations issues were negotiated locally. Works councils in place at each company location operated separately from the collective labour agreements.

Generally, there were many practices and initiatives in place at these ports that could be adopted at the Port of Saint John. The information gained through these trips will lead to changes at the Port of Saint John in a variety of areas: communications, guaranteed employment issues, commitment to maintain equipment and tools, commitment to training, employee facilities, careers versus jobs, adaptability of the workforce, work ethics, collaborative problem solving and mutual respect. The administrative practices of European ports were outstanding for their efficiency and integration with operations, and for their logistics information systems for tracking the movement of goods.

Each of these ports seemed to have extensive knowledge of the competition issues that both they and neighbouring ports must face. Ports in Europe face competition not only with rail and truck rates, but more importantly, with barge rates for movement of cargo by river and open sea. In addition, they face intense competition between local ports due to the location of large populations within very short distances. Issues such as the location of the port relative to the sea and the number of locks from the sea differ from port to port.

Recommendations

- The employers and the union should negotiate a new collective agreement that is premised on all current union members working a regular work week. Part of this new agreement will be the creation of a separate back-up pool. A transition program for current employees aged 55 or over should also be considered. The current book-off system should be revised. Employees should work as assigned, and manning restrictions should be eliminated or tailored to operational requirements.
- The employers and union should cooperate in the implementation of a system designed to develop an annual training plan for all unionized employees. The employers and the union should also cooperate in the development of a longshore apprenticeship program. The Resource Centre should be expanded to include a permanent area for non-product-based training such as a simulator.
- The employers should review, with the union, current plans to up-grade equipment and work systems. While actual implementation of change is the prerogative of management, the employers should commit to full consultations with the union.
- In conjunction with the Port Authority and in consultation with the employees, the employers should commit to the provision of up-to-date employee facilities at the Port. As a result, the employees should commit to responsibly utilizing these facilities.
- The employers and employees should commit to deal with each other on the basis of common trust and respect. The employers should provide relevant information to the employees on the status and prospects of the business. The employees should participate in ongoing discussions with management to improve customer satisfaction and provide opportunities for business growth. These discussions should be characterized by a commitment to mutual respect and the resolution of conflict by "win/win" solutions, to deal with such customer issues as quality, cost, flexibility, productivity and restrictive practices while maintaining a safe and healthy working environment.
- A health and safety job orientation program should be developed. New employees should not be assigned to work until successfully completing this program.
- To enhance the efficiency of the dispatching of employees, a means of transportation should be made available from the Dispatch Centre to the job site for employees who do not have their own means of transportation.
- The Performance 2000 Leadership Team should be structured to focus on the following: reduc-

ing Port-wide administration costs; providing timely and accurate information to all parties involved in Port activities; and coordinating Port-wide communications, internally and externally.

New Work Arrangement

This committee researched and developed a new work arrangement that would address the dual needs of reducing cost per tonne and providing job security.

Representatives from the union, as well as from the different member companies, realized that the key to success of any new work arrangement is employee and employer commitment and that this would be a process encompassing many changes, both in working structure and attitudes. The process has been lengthy and is still ongoing because of the time needed to develop a partnership and to prepare all stakeholders for such a fundamental change. During this time, three unions merged into one local, and although overall this has been a necessary and positive change, it did cause further delay. Analysis and discussions to determine and implement the roles and responsibilities of foreman and walking boss have been a major effort of this committee.

The intent of reducing cost per tonne and providing job security through the implementation of a 40-hour work week was (and remains) an essential part of the discussions. Many of the initiatives outlined in the 40-hour work week proposal hinge upon the adoption of a new collective labour agreement. The parties, International Longshoremen's Association, Local 273, and Port of Saint John Employers Association, are currently negotiating a new collective

agreement. They will be utilizing the information and knowledge gained in the partnership project to negotiate a new work arrangement. It is anticipated this process should be completed by the end of 2002.

A special communications meeting was held on November 24, 2000, attended by all those, union and management, who work at the Port of Saint John. The meeting was a key element of the initiative and addressed such issues as employer commitment to employees; normal working environment; advantages and disadvantages of change; excerpts from the customer and employee opinion surveys; and facts on the changing market and why it is changing.

Human Resource Information System and Scorecard

The objectives of this committee were twofold: (1) to develop a current, accurate and accessible human resource tracking system tailored to the needs of the stakeholders at the Port of Saint John; and (2) to increase awareness of the current situation of the Port by developing and maintaining a performance scorecard based on pertinent information generated by the Human Resource Information System and other industrial indices.

To begin the process of maintaining a permanent workforce within the structure of a new work arrangement, a Human Resource Information System was developed by the Port of Saint John Employers Association Data Centre. The system includes information on employees such as safety and work records, equipment and work-related skills, compensation information and other statistics. The design of the system, including its structure

and contents, and maintenance of the system were conducted internally with input from both union and management.

This information system has been effective in presenting data that are actionable, especially in the field of training to prevent future skill gaps.

A scorecard was developed and posted by the committee as a non-threatening way of sharing human resources and other labour-related information with employees. Scorecards were posted in seven prominent locations throughout the Port.

This aspect of the project met with limited success. The committee recommended that this item be reconsidered in the future and an attempt made to find a more effective method to update and provide current information.

Training and Development

This committee developed both a short- and long-term plan for training, encompassing business literacy, communication and operational needs for Port of Saint John employees.

The long-term training plan is based on current and future operational needs and on present and projected skill sets of Port employees. Although some elements of the long-term plan have not yet been implemented, there has been an increased focus on training. The final training plan will be confirmed upon successfully negotiating a new work arrangement.

Although the long-term training plan has not been finalized, in the short term there has been an increased emphasis on both supervisory/com-

munications training and equipment/skill-specific training. The Human Resources Information System has been highly effective in making training needs more clear and helps focus attention on priorities in training.

Training activities are continuing, and currently all employees are being trained in Workplace Hazardous Materials Information System regulations and requirements. Employees with supervisory responsibilities have participated in training sessions on applying the drug and alcohol policy. The health and safety job orientation program initiative, first recommended by the Benchmark Committee, has been completed by a union employee and is in the process of final editing and implementation. It is expected that all referral personnel will be trained in the basics of the job functions at the Port of Saint John.

Project Milestones

The partnership project milestones were developed at the inception of the project and helped the team and committees to chart progress and achievements. A Milestones Chart was posted in prominent locations throughout the Port (lunchrooms, meeting rooms, etc.) and kept all Port stakeholders informed of accomplished initiatives and issues to be addressed. This increased the accountability of the Partnership Leadership Committee members and kept employees informed and involved.

Project Conclusions and Achievements

A discussion was held pertaining to the future structure and purpose of the Partnership Leadership Committee following completion of

present project actions. The group agreed there was a definite need to continue, but the purpose of the Committee should be reviewed and its numbers reduced.

The partnership project provided stakeholders with a great deal of information and ideas that can be used to address the future needs of the Port of Saint John. The key element in moving forward is negotiating a new work arrangement, which will ensure job security and reduce costs. As for the broader issues of the Port related to customer service (beyond the loading and unloading of ships), there will be a restructuring of the Partnership Committee to address the needs of all three stakeholders. Other issues to be dealt with include marketing, improved rail connection and land utilization, long-term training and educating employees about the broader aspects of the business, and identifying prospective customers. There are still many tasks to be done and changes to be adopted.

All the stakeholders have realized, through this process, that building a better working relationship

through communication and co-operation is difficult, but necessary and possible. Dialogue continues and all stakeholders are working toward a successful future for the Port of Saint John.

The areas improved upon the most have been: (a) better communication and understanding of the goals and needs of all Port stakeholders; (b) better understanding of how the Port of Saint John compares to other work sites in the industry; and (c) a more consistent and reliable dialogue among all stakeholders at the Port.

During the project process, all parties were assisted by the merging of the three unions into one local, which improved administration and communications. The benchmark initiatives helped us see our current place in relation to successful operations of ports world-wide and to chart a course for the future. This initiative brought the Port community together, employers and unions, as well as the Port Authority, to focus on the overall success of the Port of Saint John.

Information about the project was disseminated through Performance 2000, a communication strategy designed to help educate and motivate our workforce and management team. The strategy included forming committees of both union and management to set targets and provide results and information about the project and the goals of the organization. Performance 2000 developed team and communication skills and brought the requirements of our customers to the attention of employees. The main leadership committee took action to meet these requirements.

The partnership project helped to foster a unified approach by all stakeholders to operations of the Port of Saint John and represented a significant step in labour-management relations. The leaders of this initiative realize this is a significant step but not the final one. The work of developing communications, teamwork and new work attitudes and arrangements continues.

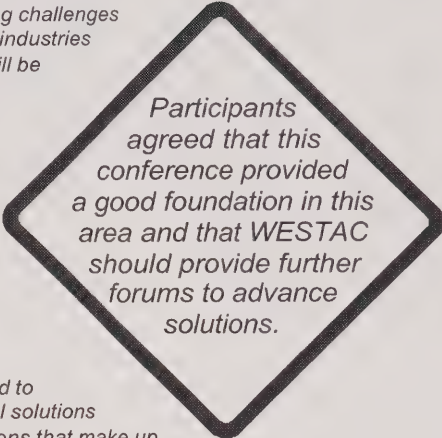
WESTERN TRANSPORTATION ADVISORY COUNCIL: A SKILLS CONFERENCE FOR THE TRANSPORTATION INDUSTRY

*Labour Management Partnership Program
Human Resources Development Canada*

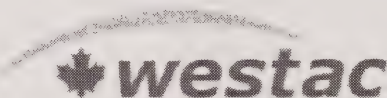
The shortage of skilled workers is a pressing issue facing the transportation industry in Canada. Transportation companies will face growing challenges to attract, train, retrain and keep competent employees. Other industries and other jurisdictions also face these challenges, and they will be drawing from the same talent pool.

To address this issue, the Western Transportation Advisory Council, a not-for-profit transportation association, held a conference in Vancouver on December 3–4, 2001. The conference brought together transportation employers, labour unions, educators/trainers, and government groups to examine the factors causing the shortages and more importantly to discuss joint actions in education, training and recruitment to successfully compete for these scarce human resources.

Western Transportation Advisory Council is uniquely positioned to advance the skills issue and to assist sectors develop practical solutions because of the diversity of its membership. The 55 organizations that make up the Council are shippers, carriers, ports and airports, terminals, labour unions, and municipal, provincial and federal governments. The Council's unique forum is dedicated to the advancement of the Western Canadian economy through the improvement of the transportation system.



*Participants
agreed that this
conference provided
a good foundation in this
area and that WESTAC
should provide further
forums to advance
solutions.*



Objectives

The Skills for Transportation Conference's steering committee was made up of Council members from labour, business, and government organizations. The members had input to the program development to ensure that the conference proceedings met the project's objectives:

- identifying the skills shortage problem and its causes;
- discussing and developing joint actions and strategies (e.g. in education, training, and recruitment) to address the skills shortage problem;
- highlighting issues in human resources facing the industry and the solutions brought to these issues;
- identifying the industry's challenges to attract, train, and retain employees in comparison to other industries and jurisdictions;

— Case study summarized from the report WESTAC: Skills for Transportation Conference and Labour-Management Partnership Program Final Report which is available on line at <www.Westac.com>.

- promoting the industry's career opportunities;
- profiling research and case studies.

The steering committee members expected that each sector and mode in transportation be represented (labour, management, government, and education), given the opportunity to discuss their sector's issues and concerns of the shortage, and to offer potential solutions. Also, it was strongly felt that the issues facing each sector of transportation must be fully understood by all stakeholders for the development of effective solutions.

In the end, a unique and neutral forum was developed for stakeholders to exchange ideas and information, and to discuss strategies and solutions to the skills shortage. The joint labour/management/government/education decision-making process clearly contributed to the success of the conference by ensuring that the program was balanced with all sectors of transportation represented.

Proceedings

The Conference program was divided into five sessions:

- Outlook for Human Resources;
- Marketing the Transportation Career;
- Transportation Education and Training;
- Retaining People;
- Addressing the Skills Shortage Problem.

Outlook for Human Resources

The objective of this session was to gain a better understanding of the factors causing the shortage problem, the consequences of the shortage and specific measures industry could take to mitigate the problem.

The most important asset of the transportation sector is its people. However, there are significant human resource challenges facing transportation—demographics are working against the industry but companies are not hiring and training people to fill the positions to prepare for the future. Companies and governments have cut back and continue to reduce

training/education programs in spite of a trend towards the need for more education and specialized skills. According to studies, the transportation industry will face large retirement rates in the next decade in almost every sector. Estimates include: at least 50 per cent in the next 5 to 10 years; the number of workers retiring, each year, will increase to 80 per cent over the next 14 years; and between 30 to 70 per cent in the following 4 to 9 years. This problem is compounded by the relatively smaller size of the younger population from which the replacement workforce will be drawn and today's unwillingness of companies to invest in the future by hiring apprentices and/or upgrading the skills of the present workforce. According to Human Resources Development Canada, only 34 per cent of Canadian firms invest in training: "Canada is one of the developed countries investing the least in continuous adult learning; given changing technologies in the workplace, skills stagnation happens quickly and repeatedly."

Another challenge is the fact that transportation is competing with other industries for skilled workers but it is less attractive and less known than other industries. This general lack of awareness is negatively affecting the transportation industry. In addition, many opportunities in transportation are in the skilled trades and technical areas, however, high school career counsellors, families and friends are urging youth to continue their education at universities or colleges and not at trade or technical schools. Youth and others are not aware of transportation's importance and its excellent career opportunities.

These challenges are compounded by the fact that with increasing global trade, transportation demand will continue growing, and there will be a greater need for skilled, knowledgeable people within the industry.

The most extreme consequence of the skills shortage is the notion that Canada could turn into an "unproductive, underdeveloped third world nation." This statement may be far fetched, but given the fact that transportation supports many other areas of Canada's economy, such as trade, tourism, and manufacturing, a lack of skilled people in the transportation industry will seriously jeopardize Canada's success and its quality of living. Other consequences discussed included:

- an increase in job-hopping;
- a stronger incentive for firms to substitute capital for labour in their operations;

- an increase in international outsourcing to labour-abundant developing countries;
- a widening gap in compensation between highly skilled and less skilled segments of the workforce;
- upward pressures on pay and benefits for employers.

Specific measures discussed to improve transportation's human resource outlook included:

- improving its image; attracting more women, Aboriginals, and immigrants to the workforce;
- investing more money in training and retraining programs—specifically the apprenticeship system;
- holding a national roundtable meeting on the skills shortage with all sectors of transportation represented.

Overall, the outlook for human resources in the transportation industry is positive while challenging. Various market, policy, and institutional adjustments act together to mitigate the effect of shortages. For example, when a shortage occurs, there is an increase in recruitment efforts, governments implement favourable policies and increase funding for training/education programs, employers and education institutions improve training/education programs, compensation levels rise in areas where scarcities exist, and, in general, more people enter occupations in high demand. Normally, the result is a short-term shortage with an adjustment process.

Marketing a Career in Transportation

This session's objective was to identify specific initiatives that attract people to the transportation industry. These were:

- improving training and education programs so that people are receiving relevant knowledge and necessary skills;
- exposing youth to the industry through job shadowing or placements programs;
- creating career pathways linking high schools, post secondary schools and industry;
- creating Sector Councils so that labour and management can jointly address human resource issues.

There is also a need to increase the awareness about transportation's impact on our nation and the rewarding and interesting careers the industry offers. This need translates into improving its image among the general public.

In the trucking industry, it is estimated that 50,000 drivers will be needed over the next 10 years. However, because of poor driving schools, deteriorating road conditions, drivers' lifestyle, lack of respect and poor public image, attracting (and retaining) drivers is becoming increasingly difficult. To combat these issues and make the industry more attractive, the Ontario Trucking Association produced a series of videos on jobs in the trucking sector to be used in high schools. In addition, "Knights of the Road" (drivers) go to various schools, present the videos and explain the various skills required by their job. Other initiatives to attract people to pursue careers in this sector include:

- improving driver training schools;
- encouraging family driving teams (husband/wife or father/son);
- caring for family challenges;
- attracting immigrants;
- improving the image of truck drivers by wearing company uniforms and driving clean trucks.

In the aviation maintenance sector, it is estimated that 30 to 45 per cent of technicians will retire in the next 10 years. The International Association of Machinists and Aerospace Workers have two programs that are designed to familiarize high school students with the opportunities in the aviation industry: The Aviation Career Awareness Program and the Aviation Maintenance Orientation Program. The Aviation Career Awareness Program brings approximately 50 high school students into the Air Canada maintenance facilities in Vancouver and provides the students with up to 120 hours of job shadowing. The Aviation Maintenance Orientation Program, a joint initiative between the Canadian Aviation Maintenance Council and Human Resources Development Canada, was developed to give 130 hours of classroom training to high school students. Currently, there are 14 schools in Canada using the program and work is being done to create more partnerships.

There is also a looming shortage of airline pilots. In response, the Air Transport Association of Canada conducted a comprehensive review of human resource

issues affecting commercial pilots. Key recommendations contained in the report that deal specifically with attracting people to the air industry include:

- developing a Sector Council to deal with airline pilot human resource issues;
- developing advisory committees for training and education; developing a pilot forecasting model;
- improving training, recruitment and retention practices.

In Alberta, the Joint Learning Initiative is an industry initiative to implement new and relevant logistics curriculum in high schools. Career pathways (see chart on the following page) are being developed linking high schools, post-secondary institutions, and industry to provide students with a clear sense of where their education can take them. All parties in transportation will be connected and all will have a say in what is taught, therefore ensuring the learning material is relevant. Upon graduation, students can either enter industry with the applicable knowledge or continue their education at a participating post-secondary school with advance course credits in logistics.

Transportation Education and Training

Training for Management

"Education is the new wealth of nations" (B. Prentice, Director, University of Manitoba, Transport Institute). Transportation is in need of more educated management in order to take advantage of new information technologies. However, the process of change is slow because the industry is still working in a culture that learned on the job. It was suggested that more formal education is needed with the ability to gain job experience.

The major challenge facing transportation educators today is that youth are not pursuing transportation education or careers. There is a disinterest by the "new generation" younger workers towards the transportation and logistics industry. This is shown by a reduced number of entrance applications for post-secondary programs

dedicated to transport and logistics, despite the readily available employment opportunities following graduation. The result is the cancellation of transportation/logistics programs or the programs are barely surviving on minimum enrollment.

Factors contributing to the disinterest by students include the negative public image, the lack of awareness about transportation and the need for instant recognition—or many young people, the need for instant recognition has accompanied job satisfaction. Today, there is an increasing attachment to labels. However, transportation has never been able to bring together the skills and abilities to project a readily recognizable profession.

Solutions discussed included:

- linking transportation to trade, which represents, "vitality, excitement, challenge, and a panorama of opportunities;"
- employers looking beyond the business, computer, and engineering faculties and consider Arts graduates;
- committing to succession planning; providing a global education for tomorrow by drawing from several faculties and blending both education and training;
- working with associations and institutes to promote the industry.

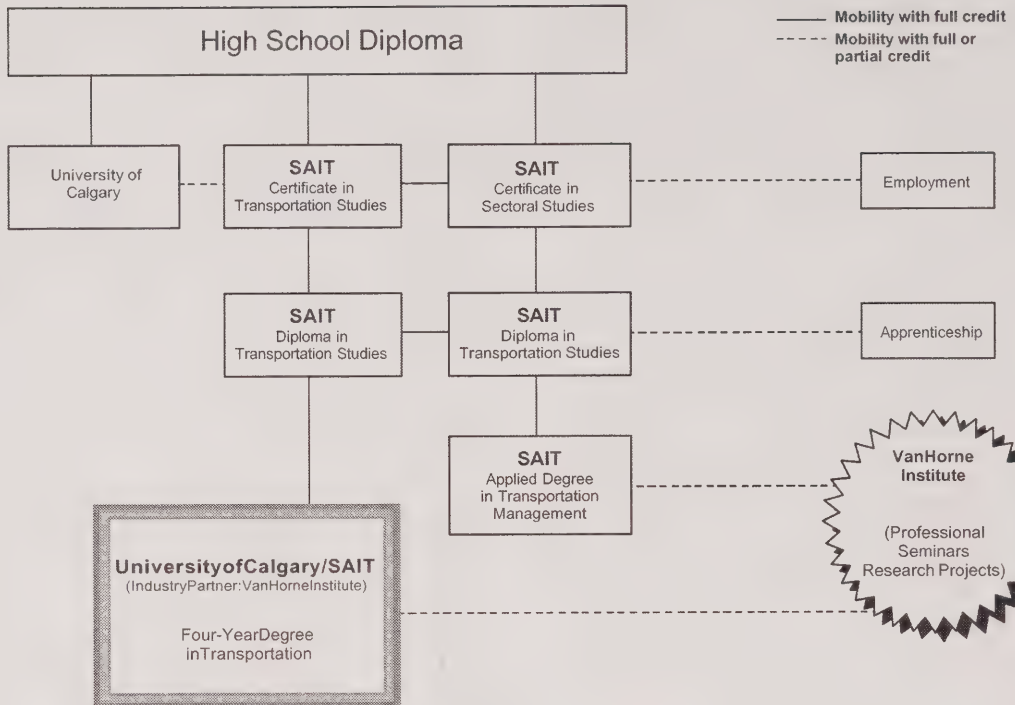
Stakeholders mentioned that should be involved in the solutions included: federal and provincial transportation ministries and departments, shippers, carriers, third party logistics providers, transportation and professional associations, labour, and all educational institutions. Unfortunately, at present, there are no linkages between these stakeholders.

"Those businesses and governments that will seek transport professionals in the future must make those needs known now, otherwise, how can education centers plan or seek appropriate resources?"

*J. MacDonald,
Transportation Consultant, Ottawa*

An Asia Pacific Economic Cooperation report titled "Identification of the Needed Intermodal Skills and Development of Required Training Programs" identified 32 required transportation skills and assessed the degree to which various economic co-operation educational institutions supply such skills. In short, the programs examined did not meet the demand for skills in a comprehensive manner. "No single university or training program in any Asia Pacific Economic Co-operation economy provides

Career Pathways



Source: Linda Lucas, the Alberta Joint Learning Initiative in Logistics.

all the necessary skills" (P. Sherry, University of Denver, Transportation Institute). It was suggested to increase industry/education partnerships (linkages), and find ways to determine if education/training programs are providing the required competencies.

The University of Calgary and the Southern Alberta Institute of Technology (SAIT) have collaborated to develop a new initiative, the "2 plus 2 program" which leads to a Bachelor's of Transportation Studies. The collaboration between the two education institutes allows each to bring their strengths in providing education and training. First, students would complete a two-year Diploma program in Transportation Studies at the Institute. Upon completion, graduates may either pursue jobs in the industry or continue their education at the University of Calgary and complete the third and fourth years of the collaborative program to obtain a Degree in Transportation Studies. The University of Calgary and Southern Alberta Institute of

Technology are also partners in the previously mentioned Joint Learning Initiative.

Training for Skilled Trades

Traditional trade jobs are changing and future jobs will require different skills—there is a danger of assuming that the skills required for today's shortage will be the same skills required for jobs in the future. Identifying future skills requirements is essential. It was suggested that new retraining/learning strategies should be developed for adults to give them equal opportunity to compete for the "new" jobs and that more scholarships should be given to adults to provide them with incentives to pursue transportation training and careers. It was also suggested that unions work with employers to promote trades and training in schools, governments cost share training strategies and programs, and apprenticeships should be encouraged and improved.

The current apprenticeship system in British Columbia is not working as well as it could be and not capable of meeting future demands. The apprenticeship system is inflexible, as it is very difficult to expand the number of apprenticeship trades. If the model is left unchanged it is estimated that the province will experience a shortfall of 68,000 journeypersons by 2012. Ideas for improvement included:

- moving from a time based to a competency based model;
- balancing institutional and on-the-job training;
- modifying the one-to-one ratio of journeypersons and apprentices; exploring alternative training delivery methods (such as distance based learning);
- providing just-in-time training.

British Columbia Institute of Technology's School of Transportation and the Institute of Railway Technology rely on industry/education partnerships to ensure that what is being taught is relevant for industry. The Institute of Railway Technology was formed to create uniform and consistent high quality training across the country—programs are developed by the rail industry for the rail industry. Traditionally, the railways have used in-house training. Now, the Institute provides the training and upon completion, graduates can pursue railway careers. A second purpose of the Institute is to accommodate new technology and training needs for the railways.

Retaining People

The objective of the retention issue session was to gain a better understanding of the factors that make employees leave and the consequences to companies of losing valuable people. Potential solutions were also discussed, as were specific trucking and railway retention issues and initiatives.

It was found that the primary reasons of why employees leave are more likely leadership, career development opportunities, recognition, and respect issues, than pay. Losing employees, especially high performers, has a large impact on company profits (sometimes as high as 50 per cent) and is costly—"keeping the right people translates into real dollars."

Measures mentioned to reduce attrition included:

- taking a personal interest in the development of employees;
- identifying top performers and the factors that motivate them;
- making sure all employees are aware of the strategic vision and ensure the working behaviour is consistent with the strategy;
- fighting attrition with smart training;
- weeding out poor performers at all levels.

In the trucking industry, the large shortage of drivers increases the importance of reducing turnover. The challenges of retaining drivers are essentially the same as the challenges of attracting drivers to the industry:

- deteriorating road and working conditions;
- driver lifestyle;
- lack of respect;
- poor public image.

In the trucking industry, in order to retain drivers, transportation employers can compensate drivers, and accommodate driver lifestyles through better driving schedules and ensuring that drivers are at home more frequently. As well, governments, employers, and legislators must give careful consideration to the safety and health of drivers when considering the hours of work.

The rail sector is also facing considerable human resource issues. It is estimated that within the next five years, 30 to 50 per cent of the rail workforce will retire.

To address this, Canadian National has several initiatives to make sure that the company is prepared for the future, and more importantly to retain its current employees.

Canadian National is working to be "The Company People Want to Work For" by: employment branding; employee communication and recognition; and community involvement.

Initiatives include:

- succession planning through implementing coaching and mentoring programs;
- workforce planning through hiring and training for three years out and committing to address negative feedback from an employee survey;
- realigning compensation through finding the right mix of incentives.

Addressing the Skills Shortage Problem

A key objective of the Conference was to discuss solutions to the skills shortage in transportation.

The session examined broad-based solutions to the skills shortage. Human Resource Development Canada's sector councils were discussed, as were increasing Aboriginal employment, immigration and female workforce participation, and Skills Canada's initiative to increase the awareness of trade and technical careers among youth.

The sectoral council's overall goals are to improve the quality of the Canadian labour force, and to assist firms to be more flexible in meeting changing competitive demands. Sector councils address a wide range of issues related to technological change, quality standards, planning, and human resource development. The councils do not expect a single approach to address all the potential issues for all sectors of the economy—the demands are far too varied. Sector councils focus on what works for their sector.

For example, the Canadian Trucking Human Resources Council's mission is to, "Assist the Canadian trucking industry to recruit, train and retain the human resources needed to meet current and long-term requirements." The Council works towards its mission by developing occupational standards, developing training/education programs for drivers, recruiting people, making youth aware of the professional driver career, and doing industry research.

The Aboriginal Employment Development Program was developed in response to the changing needs of the Aboriginal population. The Program is designed to take a bilateral, pro-active, integrated and focused approach

to promote Aboriginal training and employment in Saskatchewan. A key factor of this program's success is the development of partnerships with organizations to prepare the workforce for Aboriginal participation by eliminating discrimination and racism through increasing the awareness about the Aboriginal culture. The program develops information to train Aboriginals in the skills employers require.

Increasing the awareness of trades and technical careers among youth was another solution discussed. Not only are youth and adults unaware of the range of trades and technical jobs, they are unaware of the earning potential, benefits and opportunities for advancement. Awareness of opportunities in the skilled trades and technologies and of the scope of jobs which fall under these categories are low generally, regardless of age, gender or educational status.

Parents are the most influential force on their children's career choices, followed by peers and teachers. These influences may not be actively discouraging young people from choosing a trades and technology career track, but they are not actively encouraging them to do so.

Skills Canada is working to reverse the negative image of trades jobs among high school students and to promote the trades and technical careers as worthwhile career options. It was suggested that more formal approaches to integrating a "trades module" within the elementary and high school curriculum would assist in raising levels of awareness of the variety of education and career choices.

Conclusion

It was clear that there are few issues affecting transportation as a whole and each sector and mode in transportation has their own unique challenges. There is no "magic bullet" that will resolve all the problems. The issues have to be addressed individually with specific solutions developed. Developing practical solutions requires understanding the issues, sharing of information, greater awareness, and most importantly co-operation among stakeholders.

The factors contributing to the existing and future skill shortage problem have been identified and are understood. Labour, management, government, and ed-

ucators must now work closer together to develop and implement solutions. Specifically, labour, management, government, and educators should work together to improve transportation's public image, increase use of training program, improve the existing apprenticeship model, and support employee career development.

On March 12-13, 2002, WESTAC held a second skills workshop that focused on developing solutions to:

- attract people to careers in transportation;
- train people for transportation jobs;
- retrain employees in transportation.

For more information on conferences and workshops, contact WESTAC at (604) 687-8691

The views and opinions expressed in this document do not necessarily reflect the position of the Labour Program, Human Resources Development Canada.

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HARASSMENT AT WORK: A DESCRIPTIVE AND PREVENTIVE APPROACH

Nadine Quenneville and Marie-Èlène Roberge

Doctoral students in Industrial and Organizational Psychology
Université du Québec à Montréal

Harassment at work is a phenomenon that is receiving increasing recognition in Quebec organizations. The first section of this article takes a look at relevant concepts that have been developed throughout the last decade. The second section deals more specifically with current preventive tools. Finally, a list of resources is provided to support organizational stakeholders dealing with harassment situations.

During the last decade, sociologists as well as organizational stakeholders have taken an interest in the different manifestations of violence at work. In addition, there has recently been a marked interest in the issue of harassment at work. During the summer of 1999, the Quebec Minister of Labour, Diane Lemieux, set up the Interdepartmental Committee on Psychological Harassment at Work¹ in order to study this phenomenon, organize relevant consultations, make recommendations to reduce psychological harassment at work and, finally, lessen the impact on the victims.

This article provides an overview of the current status of knowledge on harassment at work and preventive measures to counter this phenomenon. The first section will discuss the theoretical knowledge relative to violence at work. Different definitions of harassment will be presented. Then, certain characteristics common among those affected by this phenomenon, as well as the dynamic that exists between these stakeholders, will be examined. Finally, causes and consequences related to the manifestation of violence in general will be presented. The second section of the article will provide an overview of preventive methods pertaining to the harassment at work issue and will describe the resources available to support those dealing with this situation.

Harassment at Work Overview

Definitions

Before presenting the different definitions of harassment at work, it is important to place the concept in relation to violence in general. According to the scientific documentation (Anderson and Pearson, 1999; Baron and Neuman, 1996; Courcy et al, 2000; Neuman and Baron, 1997, quoted in DiGiacomo, 1999; Tobin, 2001), violence refers to a category of aggressive acts having a high degree of intensity, such as homicide. Lower intensity aggressive acts, on the other hand, can be qualified as moral harassment, psychological harassment, psychological violence, perverse violence or even persecution in the workplace (Hirigoyen, 1998). While these acts generally appear in a subtle and repetitive manner, their consequences can be just as harmful as more intense acts of aggression. DiGiacomo (1999) mentions a few of these acts: "using unflattering names, losing control, intimidation using threats of dismissal, exchanging aggressive looks, behaviour consisting in ignoring others, humiliation, or ridiculing someone in front of others" (p. 78). The study carried out by Rioux, Savoie and Brunet (2000) reveals that "ignoring someone in a hurtful way," "abusively watching over someone's actions," and "hiding and not giving out information that could be useful to someone" would be particularly frequent types of psychological aggression at work.

— The authors wish to thank Mr. Alban Janin, member of the *Institut de médiation et d'arbitrage du Québec*, for judicial and legal advice on harassment in the workplace and acknowledge the contribution of Claude Guedj, industrial and organizational psychologist and Zarko Lanzon, student at the Université de Montréal.

¹ Government of Quebec, Ministry of Labour. *The Interdepartmental Committee on Psychological Harassment at Work*, 2001. An English summary of the French report is available at <<http://www.travail.gouv.qc.ca>>.

Moreover, according to the results obtained by these researchers, antisocial acts of a sexual and psychological nature seem to be more frequent than those of a strictly physical nature such as those commonly considered as acts of violence, for example, "grabbing someone 'by the collar'" or even "hitting or pushing someone."

It is important to realize that harassment is not only a phenomenon that occurs frequently, it is too often the beginning of a long process leading to violent acts. In order to counter this phenomenon before it takes dramatic proportions, it is necessary to pay attention to it.

In 1987, the Quebec Human Rights Commission developed the following definition of discriminatory harassment: "behaviour that manifests itself, among others, by words, acts, or repeated gestures of a hurtful or contemptuous nature towards a person or a group of people for one of the motives listed in Section 10 of the Quebec Charter of Human Rights and Freedoms" (pp. 3–4). The motives for illicit discrimination are race, colour, sex, pregnancy, sexual orientation, civil status, age (except as provided by law), religion, political convictions, language, ethnic or national origin, social condition, a handicap or the use of any means to palliate a handicap. However, as specified by Spry (1998), quoted in DiGiacomo (1999), many other motives, other than those related to discrimination, can lead to harassment situations. A personality conflict is one example.

Several authors have attempted to further define the harassment phenomenon in general by elaborating various definitions. First, Hirigoyen (1998) considers "moral" harassment as being "abusive conduct manifesting itself specifically through behaviours, words, actions, gestures, and documents, that attack someone's personality, dignity, or physical or psychological integrity, threatening that person's job or degrading the work environment" (p. 55).

Damant, Dompierre and Jauvin (1997), for their part, consider that harassment manifests itself when there is psychological violence at work. In fact, according to these authors: "psychological violence generally occurs in an insidious (underhanded) or invisible manner—when one tries, through various means (words, gestures, looks, postures, etc.) to hurt someone at the emotional level" (p. 4).

On the other hand, according to Leymann (1996), persecution at work or even "mobbing" is defined as being "a series, over a long period of time, of hostile words and actions, expressed or manifested by a person or several people towards another person (the target)."

The European Commission Concerning Violence at Work proposes a definition: [translation] "situations where people are mistreated, threatened or attacked within the context of their work, which explicitly or implicitly threatens their safety, well-being or health" (Wynne et al., 1997, quoted from the Quebec Interdepartmental Committee report).

Finally, the Interdepartmental Committee report (2001) itself proposed a definition of psychological harassment integrating what has been developed in this field to date: "Conduct which includes repeated words, actions or gestures which are undesired, and which affect a person's dignity, psychological or physical integrity, or which may compromise one of that person's rights, entail unfavourable working conditions, a lay off, a dismissal or a forced dismissal. One serious act which entails harm may also be defined as being harassment" (p. 13).

In light of these different definitions, workplace harassment corresponds to a behaviour, word, look, posture, gesture or written document:

- manifesting itself in a repetitive or occasional manner;
- of variable intensity;
- for any motive;
- with consequences affecting the victim's psychological or physical integrity, or threatening a right, leading to unfavourable working conditions, a layoff, a dismissal or a forced dismissal;
- having a negative impact on the organization's efficiency.

Stakeholders

The stakeholders likely to interact in a workplace harassment situation are the aggressor, the victim and the witness.

The Aggressor

Workplace harassment may manifest itself in ways other than an abuse of power within hierarchical rela-

tions involving a supervisor towards his or her subordinates. In fact, several other stakeholders can fit the profile of a potential aggressor in an organization; colleagues, subordinates, clients, consumers or even stakeholders outside the organization are also included in the definition (Damant, Dompierre and Jauvin, 1997; Leymann, 1996).

In the documentation on violence at work, violence is categorized according to four types of aggressor (Merchant and Lundell, 2001):

- *Type I*—Violence caused by someone who has no business or work relations with the organization, and no personal relations with the victim. Armed robbery is an example of this type of violence.
- *Type II*—Violence caused by an organization's customers. Over the last 10 years, this type of violence has been seen particularly in the hospital or prison environments. After many investigations of this type of violence, several prevention and intervention strategies were set up, such as sophisticated surveillance systems (Peek-Asa, Runyan and Zwerling, 2001).
- *Type III*—Violence between work colleagues. This article mainly refers to this third type of aggressor.
- *Type IV*—Violence caused by people who do not have a direct link to the organization, but who have personal relations with the employee-victim. This category includes, for example, spousal or domestic violence manifesting itself at the workplace.

By analysing our own way of acting or reacting in certain circumstances and by considering that the perception of the aggressiveness of an act differs from one individual to another, it is possible to maintain that everyone is a latent potential aggressor. To this effect, Hirigoyen (1998) states "we have all at one time manipulated someone in order to obtain an advantage and we have all felt a passing destructive hate" (p. 125).

Research on personality has led to the conclusion that certain individuals are more inclined towards acts of aggression than others. According to Björkqvist, Österman and Kaukianen (1997), people who have a lower level of empathy—those that have difficulty perceiving others' emotions—would be more likely to commit acts of aggression. However, it is important to mention that there is a clear distinction between individuals fitting the profile of a potential aggressor and those fitting the typical profile of the aggressor pathology. In fact, those who fit the potential aggressor profile

tend to commit offences under the influence of environmental factors (e.g. unhealthy climate, perception of injustice), while those who fit the typical profile of the aggressor pathology will be predisposed to commit aggressive acts independently of context (Skarlicki and Folger, 1999).

The psychological tendencies belonging to the typical profile of the aggressor pathology are, according to Nazare-Aga (1997), the refusal of responsibility, blaming others, a marked lack of empathy, egocentricity as well as ambiguous communication. According to this author, the profile of the narcissistic pathological personality is the one most inclined to aggressive behaviour such as moral harassment. In order to diagnose the pathological personality profiles, Brown (1996) suggests using the DSM-IV (*Diagnostic and Statistical Manual of Mental Disorders*) criteria: a lack of empathy, a lack of tolerance with regard to criticism, thinking that everything is owed to us, an excessive need to be admired, an immoderate sense of one's own importance, performance and power fantasies, the belief that one is "special" and unique, arrogant attitudes and behaviours, a tendency to exploit interpersonal relations and, finally, a continual jealousy of others.

The Victim

In the literature dealing with violence, it is maintained that the victims of this phenomenon have certain characteristics that would explain their vulnerability towards the aggressors and make them potential targets. First, it would seem that victims of harassment have certain personality traits. For example, according to Nazare-Aga (1997), the victims have a propensity for guilt, openness and naïveté which make them more likely to be the victims of harassment. For their part, Jauvin, Dompierre and Vézina (1999) have identified the general vulnerability to violence factors as poor intellectual requirement for the job, limited job control, being responsible for others, role conflicts, underused abilities and limited employment opportunities. Moreover, Simard (2001) notes that these people often have a personal history marked with unhealthy relationships, illustrated by numerous powerlessness and/or submission experiences, in which they haven't sufficiently developed their territorial limits. Also, the victims generally have particular socio-demographic characteristics relative to material or professional constraints (Damant, Dompierre and Jauvin, 1997). In other words, single mothers or women at the end of their careers are more likely to be victims of

harassment. In short, through the presence of one or several of these characteristics, we can recognize the stakeholders in the work environment most at risk of being victims of violence. Consequently, it is easier to help them if necessary.

Victims generally adopt an attitude that reinforces the improper behaviour of the aggressors. For example, by feeling guilty, the victims may either withdraw into themselves or even invest too much of their self-esteem in their work, which makes them more vulnerable to criticism and also aggression. The aggressor then reinforces the victim's attitude through behaviours such as humiliation, intimidation or slander. This dynamic perpetuates violence within the organization.

The Witnesses

It is important to realize that witnesses to harassment situations also play a role in the phenomenon. In fact, by not helping the victim in some way, and by keeping silent for fear of becoming victims themselves or for fear of reprisals, witnesses to harassment situations implicitly encourage the aggressor to exert terror. Such passiveness on the part of witnesses can therefore be detrimental to maintaining a workplace free of harassment.

Factors that Influence the Emergence of Harassment

According to the study by Damant, Dompierre and Jauvin (1997), it is possible to distinguish five different factors from which conditions favourable to violence can emerge. First, a factor pertaining to individual characteristics has been identified. This factor corresponds to problems such as mental illness, a personality profile, or use of drugs, alcohol or medication. Then, there is the factor covering the components of social interaction between the members of the organization. A stressful work environment, feelings of jealousy and a lack of communication are some examples.

At the organizational level, the authors have identified the following factors: a lack of support, organizational changes increasing the responsibilities of the members and work overload. Furthermore, it seems that the organization of the work itself is a significant contributor to the emergence of harassment situations. In fact, role conflict, role ambiguity and role overload or minimization are key factors to consider when

explaining harassment. Neuman and Baron (1997), quoted in DiGiacomo (1999), point out that downsizing, the increased use of non-standard employment (part-time work, for example), the growing pressure exerted on workers to increase productivity, and the disappearance of commonly used management practices are all organizational factors that can contribute to increasing the degree of hostility at work.

As for environmental factors, Damant, Dompierre and Jauvin (1997) observe that these correspond to everything related to the physical space in which the work takes place. A lack of adequate space, neglected security measures, and solitary work make up the environmental characteristics favouring the emergence of workplace harassment. Finally, social factors, such as difficult economic conditions, cuts in the services offered, as well as an increase in social problems, can bring about situations provoking harassment in the workplace.

In short, it seems that the factors related to the manifestation of workplace harassment are far from simple. To this effect, DiGiacomo (1999) declares: [translation] "there still does not exist, in all likelihood, a universal theory that could satisfactorily explain the motives at the origin of the various forms of violence at work" (p. 85). Probably a mixed model—defining the interaction between a group of factors, such as those previously mentioned—best explains this phenomenon.

Impact of Harassment on People and the Organization

Harassment has an effect on both the organization and its staff. First, victims of harassment can be subject to disruptions at the psychological, somatic and behavioural levels as well as at the work performance level, according to Nazare-Aga (1997):

- At the psychological level, the author states that the victims are inclined to feelings of stress, anxiety, fatigue, depression and lack of motivation, which could lead to a drop in self-esteem, a loss of self-confidence and irritability. The victims are also likely to have intense feelings, such as anger, powerlessness, fear, shame and anguish (Quebec Interdepartmental Committee report).
- At the somatic level, the victims tend to have trouble sleeping, digestive problems or muscle tensions, with symptoms that include stomach ulcers, backaches, neck aches or shoulder pain.

- At the behavioural level, the consequences can include increased alcohol or tobacco consumption, eating disorders such as bulimia or anorexia, as well as increased agitation or even hyperactivity.

With regard to work performance, victims of harassment are more likely to be subject to difficulties in concentrating and memory blanks, and undergo a slowdown in task execution caused by a loss of enthusiasm. As a result, they are subject to a decline in efficiency and productivity. In addition to the categories considered by Nazare-Aga (1997), the social consequences that victims of harassment go through are also relevant. Hornstein (quoted in the Quebec Interdepartmental Committee report) specifies that after having suffered from violence at work, people do not respond as well to stress, they have decreased interpersonal abilities and a decreased sense of initiative, and they are less friendly and less ambitious.

As for the consequences experienced by the witnesses to harassment situations, according to the study carried out by Damant, Dompierre and Jauvin (1997), it is possible to identify disinterest, stress, fear and relationship conflicts.

Finally, when considering the impact of harassment on organizations, Damant, Dompierre and Jauvin (1997) as well as Gaumond and Roy (2000, quoted in the Quebec Interdepartmental Committee report) mention that this phenomenon leads to an increase in absenteeism and in the turnover rate, a hostile social climate, as well as an increase in the risk of accidents. These effects, in turn, lead to a decrease in organizational efficiency, which translates into significant financial costs. For example, the Interdepartmental Committee report (2001) reports that "in Germany, the direct cost of psychological violence in a company of 1,000 employees was estimated at \$112,000, to which \$56,000 is to be added in indirect costs" (p. 33).

To sum up, the consequences of workplace harassment are numerous, diverse and of varying intensity. They depend on the interaction between individuals and the organization. This complex issue should be specifically addressed in order to guide adequately the existing resources and means of prevention toward facilitating future interventions.

Prevention and Resources

Means of Prevention

To counter the phenomena related to workplace harassment, preventative measures must be set up, including preponderant intervention which should precede a curative intervention such as legal recourse. In fact, the prime solution in the fight against harassment consists in promoting a harassment free culture. Thus, it is essential to establish organizational policies on harassment prevention that will recognize the phenomenon, reflect preventive values and explain what to do when a harassment situation occurs. Furthermore, resources must be identified in order to provide the organization's members with the tools enabling them to face the issue.

Developing Organizational Policies

It is important to mention that not all organizations recognize workplace harassment. In fact, this phenomenon remains taboo in many work environments. There are still too few companies that take the initiative and introduce organizational policies aimed at preventing workplace harassment. Organizational policies included the entire range of policies in human resource management that an employer can adopt in order to curb violence at work or to lessen its effects (DiGiacomo, 1999). However, even companies attentive to such phenomena have generally codes of conduct that are not formally formulated. Because of this deficiency, it is necessary to encourage organizations to develop clear and specific preventive policies regarding harassment. The Federal government has been leading the way when it recently developed a definition recognizing the phenomenon of harassment between employees: "any improper behaviour by a person employed in the public service that is directed at, and is offensive to, any employee of the public service and which that person knew or ought reasonably to have known would be unwelcome. It comprises objectionable conduct, comment or display made either one time or on a continuous basis that demeans, belittles or causes personal humiliation or embarrassment to an employee."

In order to give some weight to the organizational policies regarding harassment, corporate executives must morally stand for preventive initiatives while demonstrating zero tolerance towards harassment or any other form of discrimination (Resch and Schublin-

ski, 1996, quoted in Hoel, Rayner and Cooper, 1999). As previously mentioned, promoting a culture reflecting certain values such as openness, trust and mutual respect would be appropriate. For example, in a context where an employee is the presumed victim of harassment or is accused of harassment, the organization ought to promote discussion between the parties so that relevant solutions can emerge. By recognizing and conveying harassment prevention values, upper management supports its employees in such a situation, which is a condition, according to Olweus (1991, quoted in Hoel, Rayner and Cooper, 1999) for the success of this type of intervention. In fact, the Quebec Interdepartmental Committee report mentions that upper management commitment is an essential factor in successfully obtaining the desired changes in harassment situations.

As for the organizational stakeholders, it is important to encourage supervisors to create positive working conditions, identify potential causes of harassment, and establish rapid contact with the available resources, if necessary, because they are the ones who most frequently interact with the employees. In short, they are the ones who must raise awareness among employees of harassment situations and help them establish harmonious work relations (Canadian International Development Agency, 2000, at <http://www.acdi-cida.gc.ca>).

Employees must also develop behaviours that minimize the occurrence of problem situations. In fact, they must encourage their colleagues who are victims of this type of violence to solve the problem through various actions. For example, as stated by Brown (1996): *"The essential things to remember or do in order to have a constructive working relationship are not to attempt empathizing, not to expect empathy, be alert to your issues and how they may be affecting your perceptions, develop and maintain firm*

clear boundaries, do not confront projections, and develop a wall of indifference or an insulation layer" (p. 270).

A duty to report aggressors must therefore be instilled in employees. Witnesses should speak up at any time when there may have been a harassment situation. To encourage this, it is essential to ensure that the information provided remains confidential and that no details are entered in the file of either employee until an in-depth investigation has confirmed the validity of the information gathered. Applying these procedures should avoid unjustifiably tarnishing the reputation of those concerned, should the allegation of harassment not be true. Recognizing the problem and listening to the victim are actions witnesses can take in order to break the link between the aggressor and the victim, helping to end harassment.

When developing organizational policies on harassment, it is important to include the rights of the plaintiffs as well as the rights of the alleged offenders. Treasury Board has targeted some of these rights.

Rights of the Plaintiffs and Rights of the Alleged Offenders
(Organizational policies on harassment)

Rights of the plaintiffs

- to be able to make a complaint and to obtain an investigation without fear of reprisals;
- to be accompanied by someone during interviews relative to the complaint;
- to be able to make sure that the written complaint will not be placed in one's personal file;
- to receive information concerning the complaint under the *Access to Information Act* and the *Privacy Act*;
- to be informed on the application of corrective measures including disciplinary measures following a justified complaint;
- to be treated fairly.

Rights of the alleged offenders

- to be informed that a complaint has been made;
- to receive the allegations in writing;
- to have a reasonable period of time to answer the complaint;
- to be accompanied by a person of one's choice during the interviews concerning the complaint;
- to receive information concerning the investigation under the *Access to Information Act* and the *Privacy Act*;
- to be treated fairly.

Source: *The Treasury Board of Canada*

According to the Quebec Interdepartmental Committee report, all of the organizational stakeholders previously mentioned should also be the targets of an awareness campaign organized by the employers and their associations as well as by the organization's unions. For example, consulting firms who design organizational development could intervene in such a situation. In addition, according to the same report, employee and management training is strongly recommended because harassment is often a new reality that many people are not yet aware of. This type of training could cover conflict resolution, communication and management values.

Resources

There are many resources available to the stakeholders involved in situations of workplace harassment. Various members within the organization could act as resource persons. They could be, for example, colleagues, an immediate supervisor, a senior-level manager, an ombudsman, a union representative, a human resource counsellor, or a representative of the employee assistance program.

Several resources can also be found externally. The Quebec workers' compensation commission, for example, considers harassment as a possible cause of workplace injury. Some collective agreements may include clauses on recourse in the case of violence; however, these clauses are usually limited to violence. The organization's union can also be considered as a resource. The *Civil Code* or *Omnibus* also give employees and employers the right to obtain certain legal recourse. However, it should be noted that this is more of a curative method than a preventive method. In most cases, prevention is advocated through means such as mediation or conciliation rather than legal recourse. In fact, mediation can promote opportunities for learning and reflection, as well as decrease feelings of powerlessness through employee participation in the development and introduction of new strategies to counter violence (Donnellon and Kolb, 1997, quoted in Hoel, Rayner and Cooper, 1999).

The Quebec Interdepartmental Committee report (2001) also recommends the intervention of mediators and labour commissioners to find solutions to harassment

situations. To this effect, the Info-médiation organization is a recommended resource. If this method fails, the parties can always turn to the Workers Compensation Board, the tribunal dealing with the complaints unresolved by the Commission dealing with health and safety issues. There are several other resources in Quebec that can be used in similar situations. For example, a community group advocating the rights of non-unionized workers; the Quebec Labour Standards Committee; the Confédération des syndicats nationaux; and the Quebec Federation of Labour to name but a few. Other provinces would have their own list of resources and agencies dealing with harassment.

Conclusion

In spite of the increasing literature on the subject, there is still a large gap between the extent of the problem and actual knowledge regarding prevention (Runyan, 2001). The same author signals a lack of studies as well as too few case studies. According to Runyan, developing violence prevention strategies supported by the theories and concepts emerging from these interventions would be relevant. In more concrete terms, we have to work at standardizing the definitions and developing a clear vocabulary describing the means of prevention and intervention. After all, the priority is without a doubt the social recognition of the phenomenon, which is a step in the right direction (Quebec Interdepartmental Committee report, 2001).

It is essential to understand that the concrete benefits of prevention are rarely visible in the short term. In fact, several indirect effects, such as individual awareness, or even revealing discussions regarding conflicts between colleagues, should be considered as benefits. However, long-term impact stemming from prevention must not be neglected. Future research leads could focus on the evaluation of this type of effect. Finally, the development of innovative strategies and practices on harassment will depend on the ability of company executives and organizational stakeholders to work together on the introduction of these remedial strategies.

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Coming in a Future Issue!

An article concerning the National Joint Council and the Development and Future of Labour-Management Consultation in the Canadian Federal Public Service.

LOWERING FATALITY RATES IN HAZARDOUS OCCUPATIONS: LESSONS FROM THE LOGGING INDUSTRY IN THE PACIFIC NORTHWEST

*Stephen J. Havlovic
College of Business and Economics
University of Wisconsin - Whitewater*

*William M. Moore
College of Business Administration
Valparaiso University*

Introduction

Logging is an extremely dangerous occupation that traditionally has had a high fatality rate compared to other occupations (Conway, 1976; Prouty, 1985). A recent International Labour Organization study found logging to be among the most dangerous occupations in the world: "Accident frequencies and fatality rates are two to three times higher than those recorded in other industrial sectors" (ILO, 1997:8). Logging is often as unforgiving as it is dangerous. One mistake can be swiftly fatal, as the force of falling trees and moving vehicles allow minimal chance for survival.

Loggers are often dealing with the massive weight and irresistible momentum of falling, rolling, and sliding trees and logs. Logging operations are generally carried out in remote locations with limited accessibility.... As outdoor workers, loggers may be exposed to bitter cold, extreme heat, rain and snow. These factors, along with the use of the always potentially dangerous chain saw, have kept the logging industry consistently among the most hazardous in the country. (Employment Safety and Health Guide, 1989:12,058).

The safety risks associated with logging have in many cases increased over time. For example, "the industry is moving into less accessible areas with steeper slopes, there has been a rash of 'roll-over' accidents in which machinery has tipped and rolled onto workers. We are preparing training and awareness packages for those working on steep slopes" (Rupp, 1994:1).

Traditional processes associated with logging contain a number of steps, and each has a high risk of injury or fatality. These include falling, bucking (cutting up downed trees), skidding or yarding (transporting cut timber to a loading area), loading, hauling or floating, unloading, and sorting/booming. In the Pacific Northwest, logging continues year-round, with operations moving to the lower altitudes in the winter months (Conway, 1976). Many operations work two shifts, using lights to get the most out of their capital investment. "Working at night poses special problems for workers and machines. Limited visibility and colder temperatures can make the work tougher and more dangerous" (WCB-BC, 1989:9).

The mountainous terrain of the Pacific Northwest further increases logging hazards. Adding to the potential risks are the use of cable systems and helicopters, as the rugged landscape makes skidding logs very difficult (OECD, 1964).

Vehicle accidents have also accounted for an increasing percentage of fatal accidents in the logging industry. For example, during the first two months of 1998 three British Columbia loggers died in separate truck accidents (MacDonald, 1998:6). This problem is not new, and the provincial and state archives reveal that safety regulators have been aware of log hauling hazards for the past four decades. For example, the following assessment from 1956 is just as appropriate today: "...log-truck driving is extrahazardous and highly competitive, therefore, requiring extra skills, patience, courage and above all common public driving courtesies" (Department of Labor and Industries, 1956:5).

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Regional Variation in Fatality Rates

While relatively high in all countries, fatality rates among forestry workers vary considerably: from 0.11 fatalities per one million cubic metres harvested in Finland, to 4.4 fatalities per one million cubic metres in Malaysia. A recent International Labour Organization study listed British Columbia at 0.28 fatalities and the United States at 0.26 fatalities per one million cubic metres harvested (ILO, 1997).

Industry studies have also reported regional differences in logging fatality rates. For instance, Myers and Fosbroke (1994) found logging fatalities in the United States Pacific region to be lower than logging fatality rates in the east, central and Rocky Mountain regions. The authors credit the development of state logging standards that exceed the federal Occupational Safety and Health Administration's regulations for the lower fatality rates. "Six states (California, Oregon, Washington, Alaska, Michigan and Hawaii) developed their own logging standards during the 1970s, which were more detailed than the federal regulations" (Myers and Fosbroke, 1994:104). There is also evidence of differences in logging accident rates between Canadian and United States jurisdictions in the Pacific Northwest. A study by Prouty (1985) found evidence of British Columbia having a better logging safety record than California, Oregon and Washington.

Differences in Regulatory Approaches and Outcomes

While the rate of logging fatalities is high compared to most industries, the Pacific Northwest has long sought corrective measures through macro and micro initiatives. State and provincial legislatures in the region recognized decades ago that private logging firms did not have sufficient incentives from the marketplace and workers' compensation alone to provide safe working conditions for loggers. Given these market and regulatory inefficiencies, British Columbia, Washington and Oregon have attempted to adopt public policies that provide organizations with incentives as well as assistance in adopting safe logging practices.

Washington and Oregon have been leaders in the United States in terms of workers' compensation and occupational safety and health throughout the 1900s. This is noteworthy given that a 1989 assessment by the United States Occupational Safety and Health

Administration found that "Tort liability rarely applies in these logging accidents and the federal Workers' Compensation system suffers from several defects that seriously reduce its effectiveness in providing incentives for logging firms to create safe work places" (Employment Safety and Health Guide, 1989:12,075).

Washington was among the first states in the United States to pass compulsory workers' compensation legislation (Industrial Insurance Department, 1912). Both Washington and Oregon remain among the 24 states that have their own safety programs under the Occupational Safety and Health Administration (Parnes, 1984).

There are, however, differences in the approaches taken by these state and provincial regulators in the Pacific Northwest.

British Columbia

The British Columbia logging industry has been under the jurisdiction of the *British Columbia Workers' Compensation Act* since 1916. The *Act* gives the Workers' Compensation Board of British Columbia responsibility for accident prevention, which includes training and enforcement. In 1932, an "experience cost rating" system for British Columbia logging employers was established on a trial basis. The incentive-based plan was designed to encourage and accelerate accident prevention programs (WCB-BC, 1966). This workers' compensation rate incentive program was subsequently refined and permanently established in the logging industry, and used as a model for other industries in British Columbia.

Historically, British Columbia legislation has placed more emphasis on joint health and safety committees and accident prevention than has either Washington or Oregon (Prouty, 1985). Since 1920, the *British Columbia Workers' Compensation Act* has required safety committees at work sites, including logging camps with 50 or more employees. In 1950, the *Act* was expanded to include safety committees in workplaces with 20 or more employees. Under the *Act*, safety committees continue to have the authority to make safety recommendations only (Ledger, 1988). Statutory safety committees did not emerge until the 1940s in Washington and the 1980s in Oregon. The

magnitude of their impact, however, remains largely unassessed. Moreover, since the establishment of safety committees, little research has been undertaken to determine their effectiveness (Bryce and Manga, 1985:257).

In 1952, the Workers' Compensation Board of British Columbia's Report of the Commissioner listed a number of recommendations to reduce fatalities and injuries in the logging industry. These recommendations included:

- increased inspections;
- increased penalties for violations;
- authorization of inspectors to issue "Stop Interim Orders";
- mandatory reporting of hours of exposure by employers to calculate accident frequencies; and
- encouragement that inspectors be accompanied by a nominated labour member of the joint health and safety committee (Sloan, 1952:R287-R288).

By 1971, a computer-assisted inspection system was in place to ensure that small transient logging operations were inspected on a more frequent basis (WCB-BC, 1973:4). Also in 1971, the British Columbia Accident Prevention Regulations were completely revised by the Workers' Compensation Board and a joint labour-management committee. These regulations went into effect in 1972 (WCB-BC, 1971:1). Maximum fines for violations of safety regulations were increased from \$500 to just over \$10,000 during the 1970s and the possibility of imprisonment was added for violators (WCB-BC, 1974:5).

Safety training was another method utilized by the Board to reduce logging accidents and injuries. It conducted a limited number of safety seminars on falling and bucking in 1968, 1969 and 1972 (WCB-BC, 1968-1972). In 1973, 15,000 copies of the *Faller and Bucker Manual* were distributed to loggers and their employers, and an additional 10,000 copies were ordered as part of a comprehensive safety training initiative. The Workers' Compensation Board taught 75 falling and bucking safety seminars during 1973 (WCB-BC, 1973:3). The following year, 683 safety seminars were conducted, which included defensive falling and bucking safety programs (WCB-BC, 1974:4).

Logging managers need to consider workplace safety as an important component of productivity. According to Randy Celebrate, a workers' safety consultant, "fatalities won't decrease permanently until the industry values safety as much as production" (Rupp, 1994:1). In 1994, British Columbia began the aggressive strategy of prosecuting logging companies in fatal accidents involving violations of health and safety regulations (Eccles, 1994:2).

In spite of numerous safety initiatives, British Columbia has one of the highest rates of work-related deaths in Canada, ranking second only to Ontario (Luke, 1995:M7). This is very likely a reflection of the prominence and hazards of the forestry industry in British Columbia. Logging continues to be British Columbia's most dangerous industry, with twice the accidental fatality rate of the construction industry (Steffenhagen, 1997:A1).

Washington

Similar to British Columbia, Washington's statute "is uniquely configured to combine both the workers' compensation insurance and the occupational safety and health regulatory functions under a single authority" (Department of Labor and Industries, 1991:2). Washington's public policies took hold in the early 1900s. The Industrial Insurance or *Workmen's Compensation Act* of Washington was implemented in 1911, making it the first "compulsory" system in the United States.

The Commission shall, in accordance with the provisions of this act [sic] ... investigate the cause of all serious injuries and report to the Governor from time to time any violations or laxity in performance of protective statutes or regulations coming under the observation of the department.

(Industrial Insurance Department, 1912)

Since the beginning, Washington State's public policies have recognized accident prevention as an inseparable component of workers' compensation (Industrial Insurance Department, 1912). In 1945, a specific Division of Safety was created in Washington to conduct workplace inspections and to enforce safety regulations (Prouty, 1985; Department of Insurance and Finance, 1986).

The following quotations from the 1948 upgrading of the Washington State logging safety standards reflect the intent of the legislative approach pursued in the 1940s:

Logging operations present an extremely hazardous occupation in the State of Washington and are made more complex due to new methods of performance and entry of new inexperienced men in the industry.... unsafe practices are the predominant causes of accidents in the industry. This revision of the Loggers Safety Standards has been designed to meet both mechanical and man failure hazards and incorporates new rules and regulations to meet the development of the industry since the last revision of the logging standards in 1936.

(Department of Labor and Industries, 1948).

Effective accident prevention embodies these five principles: (a) Management leadership (b) Employee cooperation (c) Effective organization (d) Thorough training (e) Good supervision.

(Department of Labor and Industries, 1948:10).

Safety committees were required in Washington under the 1948 logging standards in all operations with ten or more employees. Each safety committee was to include an equal number of employer and employee representatives selected by their respective constituencies, but not to exceed five representatives per side (Department of Labor and Industries, 1948). These committees were intended to take an active role in accident prevention and to work cooperatively in improving existing safety procedures.

During the 1950s, accident prevention in the Washington logging industry began to receive special attention. The 1960s saw attention shift to training and incorporating safe work practices into the job itself. The following statement reflects the adoption of this new approach: "The Safety Education Section has adopted the principle that education in safety is a matter of job training. Safety is an integral part of the job procedure and every worker, in order to be a safe worker, must be trained to perform his own job assignment without error.... Each must be trained by a safety expert in his own job, each must develop an

interest in the program, and each must practice self-enforcement of safety procedures" (Department of Labor and Industries, 1968:9).

The passage of the *United States Occupational Safety and Health Act* in 1970 required Washington State either to revise its existing safety statutes or to come under federal jurisdiction. The State decided to continue its tradition of being a leader in United States occupational safety and health and in 1973 enacted the *Washington Industrial Safety and Health Act*. The law applies to all workplaces in the state. The Washington Department of Labor and Industries is responsible for administering the state's job safety and health program.

In the mid-1980s, logging fatalities increased in Washington State from an apparent lack of focus on safe work practices. The increase in fatalities led to rising awareness of the need to work more safely.

"Following a terrible year when 25 workers were killed in this state's logging industry, 1988 ended with 11 logging-related deaths, the lowest in recorded history.... Logging employers from all over the state are showing a renewed effort to ensure their crews avoid accidents" (Kessler, 1989:3).

According to a 1989 report, "Since the passage of the Act in 1973, many logging employers in Washington have failed to install the required Accident Prevention Program" (Department of Labor and Industries, 1989:4). By 1990, "almost 80 per cent of the citations issued by ... compliance officers include a citation indicating that the employer did not have a written Accident Prevention Program" (Brown, 1991:3). An accident prevention program must have "technical" and "operational" sections (Department of Labor and Industries, 1989:4). Under the General Safety and Health Standards-WAC 296-24-040, an accident prevention program is to include:

- a safety orientation;
- information on how and when to report injuries;
- information on how to report unsafe conditions and practices;
- training in the use and care of personal protective equipment;
- advice on proper actions to be taken in the event of emergencies;

- training in the identification of hazardous substances;
- a safety and health committee.

Oregon

Many of Oregon's safety and health statutes are similar to those in Washington (e.g. *Workmen's Compensation Act* of 1911 and *Washington Industrial Safety and Health Act* of 1973). The major difference between Washington and Oregon is the stronger emphasis on safety regulation in Washington. In 1913, the Oregon state legislature "created the State Industrial Accident Commission to regulate conditions of safety and health in places of employment. The Commission had authority to make, enforce and administer rules and regulations necessary to ensure safety in the workplace" (Department of Insurance and Finance, 1986).

The follow-up workers' compensation law took effect a year later and largely remained unchanged until the mid-1960s (Department of Insurance and Finance, 1993). Under the initial 1913 statute, employers in hazardous occupations had to decide whether to be part of the workers' compensation fund. Contributors to the fund could not be sued, because suits were brought against the Commission (Department of Insurance and Finance, 1993). In 1943, the Commission was given the responsibility to investigate and enforce safety statutes. Respect for the unique hazards of the industry and the difficulties of drafting regulations to adequately cover each Oregon logging site were recognized by the 1950s: "So much variation exists in the logging industry that each operation should be judged, not by its compliance to the letter of this code, but according to a higher standard—that of absolute safety under all conditions" (Industrial Accident Commission, 1958:2).

Workplace inspections were, however, not required in Oregon until 1959 (Department of Insurance and Finance, 1986). In addition, it was not until 1968 that all employers came under the coverage of the Oregon workers' compensation statute (Department of Insurance and Finance, 1993).

There is evidence of a cooperative labour-management approach to promote workplace safety. Such voluntary joint efforts were encouraged to supplement the minimum safety standards existing from 1913 to 1973, when the *Oregon Safe Employment Act* was passed under the federal guidelines contained in the *United*

States Occupational Safety and Health Act (Department of Insurance and Finance, 1986). The approach taken historically by Oregon emphasized basic and industry-specific safety statutes as a foundation on which to build a strong voluntary safety program. This approach is further exemplified in the 1958 Logging Safety Code (Industrial Accident Commission, 1958).

Despite lagging behind both British Columbia and Washington in terms of compulsory requirements, there is evidence throughout the Oregon archives of safety committees and extensive safety training dating back to the 1940s. But it was not until the 1980s that statutory joint health and safety committee provisions were implemented in Oregon. "Safety committees are required by OAR 437-01-765 for all employers of 11 or more employees. For those employers with 10 or fewer employees, safety committees are required if they have a lost workday case, incidence rate is in the top 10 per cent of the rate for their industry, or their workers' compensation premium rate is in the top 25 per cent" (Department of Consumer and Business Services, 1994). Safety committee duties include establishing procedures for safety investigations, conducting workplace safety inspections, and evaluating accident and illness prevention programs (Beech, 1988).

Recently, the Oregon Occupational Safety and Health Division initiated basic occupational safety and health education and training free of charge, via the Internet, for Oregon employers and employees. A number of on-line courses are available, for example, Safety and Health Management; Safety Committee Operations; Effective Accident Investigation; and Safety and the Supervisor (Oregon Occupational Safety and Health Division, 1997:5). It remains to be seen whether this new use of training technology will be able to affect workplace safety and health.

Workers' Responsibilities

There is considerable evidence that workers' failure to comply with safety regulations has contributed to logging fatalities in the Pacific Northwest. For example, "most fatal accidents in yarding and loading in Oregon in recent years were the result of disregard of Oregon's Health and Safety Regulations. . . . There are no new circumstances surrounding these fatal accidents! Loggers are being killed the same way today as they were 40 years ago" (Oregon Occupational Safety and Health Division, 1993).

A consistent pattern of human error and violation of safety regulations exists over time and across the three jurisdictions. The Oregon government has stated that a "concerted effort" is needed to significantly reduce accidents in areas such as yarding and loading (Oregon Occupational Safety and Health Division, 1993). The introduction of continuous improvement techniques and technology has not eliminated the "human" contribution to fatalities. "The manufacturing sector, which includes logging, reported 87.5 per cent program related fatalities, namely occupational safety and health violations, in 1996" (Research and Analysis Section, 1997:6).

Particular attention needs to be paid to new employees: "An alarming 48 per cent of the accidents in Oregon involved employees who had been on the job for a year or less" (Research and Analysis Section, 1997:7). According to Ed Baker, Weyerhaeuser Co. Safety Officer, "Since 1930, people have known that 90 per cent of accidents are due to human error and [poor] work practices. Nothing has changed" (Department of Labor and Industries, 1990:3). This is consistent with statements recorded in Washington State during the 1920s and 1940s: "The records [1924] also revealed that numerous accidents occurred because of the failure to comply with safe workplace standards" (Department of Labor and Industries, 1924:70); "unsafe practices are the predominant causes of accidents in the industry. This revision of the Loggers Safety Standards [1948] has been designed to meet both mechanical and man failure hazards" (Department of Labor and Industries, 1948:i).

The continuing fatal results of human error are distressing to the industry. For example, a noted British Columbia special investigator expressed frustration at the fact that most fatal logging accidents could have been prevented if the Workers' Compensation Board of British Columbia regulations had been followed (Rupp, 1994:1).

Organized labour has given perhaps unbalanced support to the concept of safety committees in efforts to reduce human errors and promote safety regulations. In Oregon, for example, the AFL-CIO has strongly supported the establishment of mandatory labour-management safety committees (Oregon AFL-CIO, 1981). Even earlier, the International Woodworkers of America negotiated labour agreements that strengthened workplace safety committees. Article VI of their 1945 Master Agreement states: "The management of every operation in which twenty-five or more men are

employed shall maintain an Accident Prevention Committee consisting of not more than twelve members or less than four members." Among the main safety committee functions were routinely inspecting the workplace, investigating all serious accidents and unsafe conditions reported, holding regular meetings to discuss current accidents and inspections, keeping safety records, and receiving written complaints and recommendations (International Woodworkers of America, 1945).

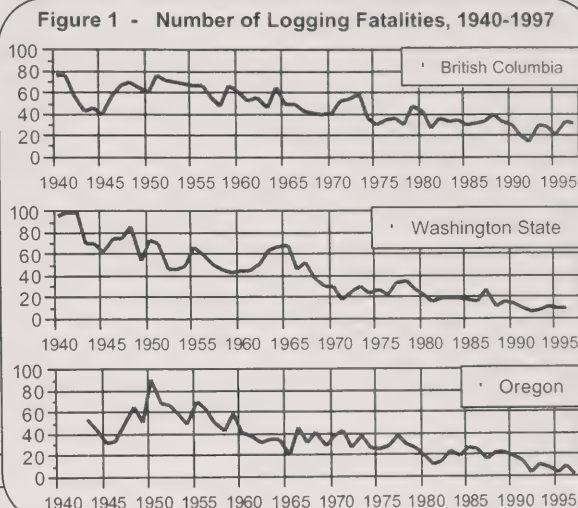
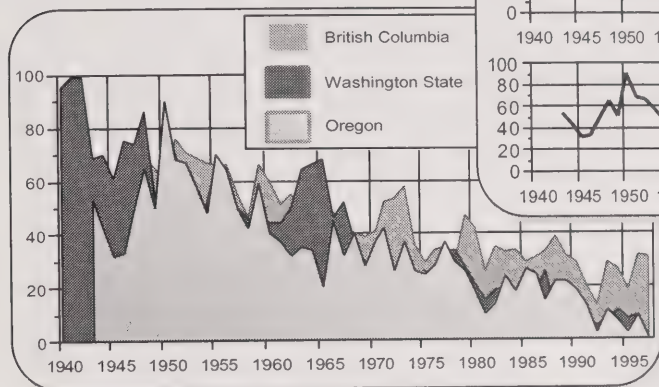
Not everyone views unions, especially the International Woodworkers of America and their members, as pro-safety. For example, a senior workers' compensation inspector in British Columbia testified: "As far as help from the International Woodworkers of America is concerned, or any group of Union men, I never had any. It was a lot easier to interest the employers than it ever was the men, and a lot of the rules which we would enforce just had to be rammed down their throats" (Sloan, 1952:R272).

Neil Menard of the International Woodworkers of America-Canada states that "Loggers are really macho guys—they're proud of what they do, and they sometimes cut corners to do it" (Rupp, 1994:1). This may help to explain the consistent pattern of accidents resulting from violations of safety statutes. Many in the industry see a "culture of acceptance" of injuries and fatalities as the root cause of many logging accidents (Bryan, 1998:1).

Improvements in first aid and emergency evacuation have dramatically improved loggers' chances for quick treatment and survival. Expanded first aid training, improvements in communication technology, and helicopter emergency medical response teams have further advanced the ability to respond quickly to medical emergencies in the field. Radio systems such as "Safety Link" have been developed as an emergency alarm system for cutters in distress (Department of Labor and Industries, 1990:5). "After completion of the [1946 British Columbia, Washington and Oregon First Aid Logging] Survey, the matter was taken up with the St. John Ambulance Association and the scheme formulated. In January 1948, it went into operation, and since that time approximately 7,000 men have received some training and about 3,500 have actually received St. John's certificates. . . . The scheme was only successful through the joint co-operation of the Board, the B.C. Loggers' Association, and the present executive of the International Woodworkers of America" (Sloan, 1952:R319).

Analysis and Discussion of Pacific Northwest Logging Fatalities

As can be seen in Figure 1, logging fatalities in the Pacific Northwest have dropped dramatically over the past six decades. In general, the reductions in fatalities were linear across all three jurisdictions. Washington had the most fatalities in 1941 and 1942, when there were 99 logging-related deaths recorded per year. Oregon had the fewest logging fatalities in 1997, when only one worker was killed on the job.



When the annual logging fatalities are compared to fatality frequencies in 1973, the year when state Occupational Health and Safety Administration regulations were enacted in Washington and Oregon, a similar downward trend is noted (see Figure 2). Washington state's logging fatalities were considerably higher than those of Oregon and British Columbia until the late 1960s. From 1968 forward, there is little variance among the three jurisdictions and the downward trend continues.

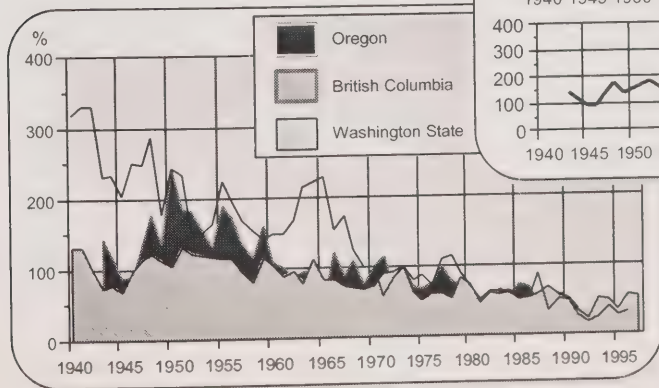
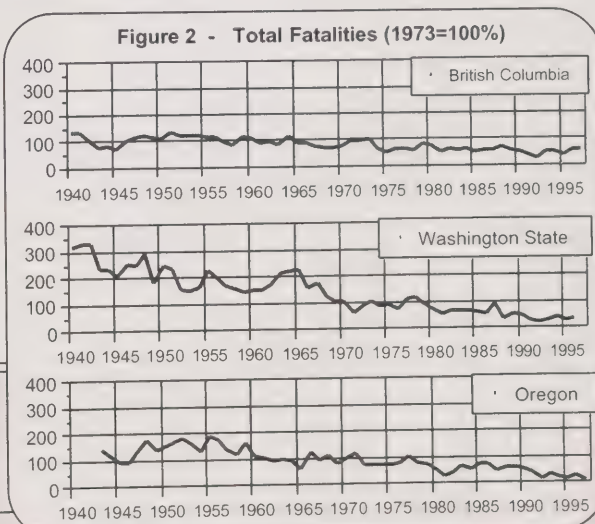
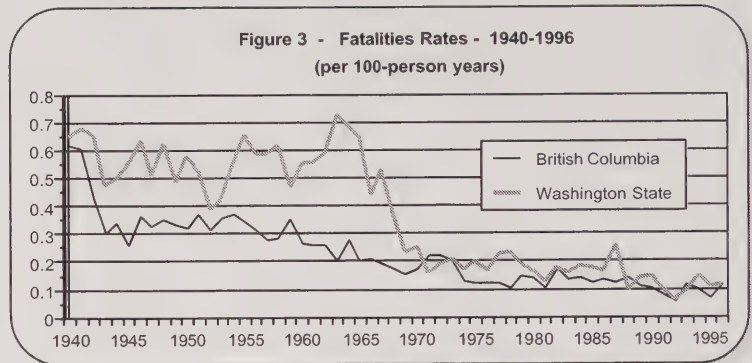


Figure 3 contains the logging fatality rates for British Columbia and Washington per 100 person-years. Oregon is not included in the figure because hours-worked data for its loggers were not available prior to 1976. While a downward trend can be seen for both British Columbia and Washington, it is clear that the Washington pattern is less linear, remaining at a plateau of around 0.55 fatalities per 100 person-years until around 1965. After a brief increase in the Washington fatality rate in the mid-1960s, the rate begins its decline to about 0.2 fatalities per 100 person-years in the 1970s. By 1990,

the fatality rates of both British Columbia and Washington have declined to approximately 0.1 fatalities per 100 person-years.

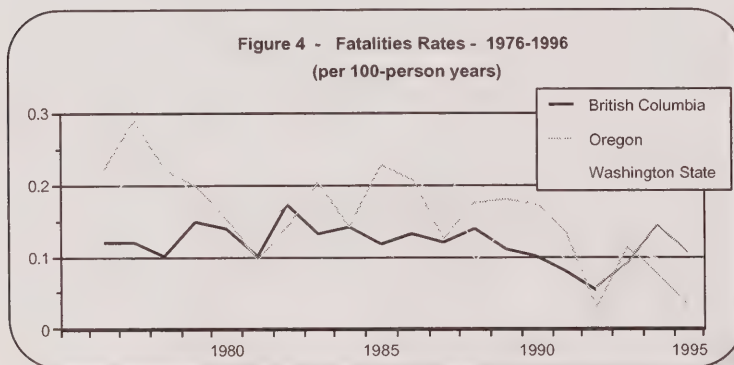


A similar post-1976 fatality rate pattern occurred in Oregon (see Figure 4). By the 1980s, the average fatality rates for Oregon loggers had fallen to below 0.2 per 100 person-years. Then, in the 1990s, the Oregon fatality rates were averaging below 0.1 fatalities per 100 person-years. In fact, in 1992 and 1995, Oregon had the lowest logging fatality rates of all three jurisdictions: 0.030 and 0.033 fatalities per 100 person-years respectively.

around 1970. Although the data for Oregon were limited, here again British Columbia appears to have had a better fatality record until about 1960, but the gap between these two jurisdictions was not very pronounced. Oregon appears to have had a better logging fatality record than Washington state prior to 1970.

While improvements occurred across all three jurisdictions, British Columbia had a considerably better logging fatality record than Washington until

The gap between British Columbia and the two American states was closed after passage of the Occupational Safety and Health Act with the implementation of comprehensive statutes in 1973. However, there is evidence to suggest that this trend started in Washington and Oregon prior to implementation of the 1973 statutes, when worker and employer awareness and concern about workplace fatalities increased. It would also appear that the passage of federal occupational safety and health legislation reinforced and expanded existing policies involving safety training, regulations, inspections and enforcement.



A review of the available archives provides further insight into the downward fatality trends of the Pacific Northwest logging industry. The extraordinarily high fatality rates recorded in the early 1940s appear to be a result of the fact that many experienced workers left the logging industry to fight in World War II. The archives reveal that the hiring of inexperienced workers (young, handicapped and older workers) to replace the departed loggers led to an increase in fatality rates (WCB-BC, 1942 and 1943). According to a 1943 report, "a substantial number of the new workmen [sic] who went into manual employment at the beginning of the war have now become familiar with the hazards of industry and have gained proficiency in their work" (WCB-BC, 1943:4-5).

The same may hold true for the early post-World War II period as many veterans returned to the industry, yet were not immediately able to apply the same level of skills to the job. Subsequent reductions in logging fatalities in the 1940s were achieved in part by improvement in the skill of the labour force.

Collective agreements negotiated by the International Woodworkers of America in the 1940s established and strengthened logging safety committees and also contributed to the downward trend in fatalities. During the 1950s, many organizations installed safety programs. "There was an increase in the number of firms that had organized safety programs; the programs involved greater numbers of people; and the better understanding of the problem made efforts more effective. The end result was a lowering of accident frequency rates to values that would have been considered impossible a few years ago" (WCB-BC, 1958:12).

During this same era, safety standards were continuously upgraded. For example, in 1957 life jackets were made mandatory by the Workers' Compensation Board of British Columbia in booming operations. After the Board made this change, "not one life-jacketed boom man has drowned. Prior to 1957, an average of five boom men drowned annually" (WCB-BC, 1969:12). By the end of the decade, accidents were viewed as controllable. Input from management and labour was viewed as a necessary ingredient for a safe work environment (WCB-BC, 1959).

In the 1960s, safety policies that recognized that safety procedures must be incorporated into the regular du-

ties of the job appear to have contributed to the decline in accident rates experienced in Washington state. This policy initiative appears to be a major contributing factor to bringing Washington's fatality rates in line with those in British Columbia and Oregon. Increased inspections and enforcement were also helpful to improving safety records in this era. On the other hand, this period was one of growth and opportunity, with increased emphasis on meeting domestic and global demand. Much of labour and management's attention was on issues such as production and compensation, with less concerted energies devoted to safety and health; hence, the evolving intervention of federal policy in the United States.

During the 1970s, penalties for violating the state and provincial occupational safety and health acts increased. Inspection schedules were changed to increase the number of inspections of high-risk occupations and workplaces (WCB-BC, 1977). First aid training emphasizing life-support techniques for logging crews working in remote areas became mandatory (Prouty, 1985:162). Job training was improved throughout the 1970s.

Increased inspections of high-risk employers were emphasized during the 1980s. In 1980, "Failure to adequately train and supervise workers was a factor in over one quarter of the penalty assessments applied during the year" in British Columbia (WCB-BC, 1980:3). Enforcement was emphasized during the 1980s. Regulations were executed and supported by local programs, including the use of safety specialists. In 1987, British Columbia introduced a safety self-audit program for the logging and construction industries. "Participating employers were trained to evaluate their own safety programs and then given a safety audit by the Workers' Compensation Board. Those employers who achieved 80 per cent or more in the safety audit received a ten per cent credit on their ... assessment" (WCB-BC, 1987:7). The program was largely considered to be a success providing incentives for employers to improve their own safety programs.

As Washington State and Oregon gained experience in their safety and health programs, fatality frequencies fell below the rate for British Columbia. The combination of legislation and workplace safety programs north of the border appears to have been imitated and surpassed in both states.

Conclusion

Across all three jurisdictions, a mixture of improvement in safety standards, expanded safety training, increased inspections and penalties, along with improved first aid and evacuation procedures have all contributed to dramatic reductions in logging fatalities during the past six decades. Continuing problems with safety rule violations and log hauling accidents hampered further reductions in logging fatality rates in the 1990s. Restructuring jobs so that safety becomes and remains an inherent rather than a secondary component of job duties should help to lower the safety violations. To achieve changes in work behaviour would in many cases also require changes in organizational or work group culture, including zero tolerance for shortcuts and improper techniques by co-workers, supervisors and managers.

The alarmingly high percentage of fatalities related to vehicle accidents requires employers to implement new procedures, either by statute or voluntarily. For example, establishing safe one-way traffic patterns on mountainous logging roads and using available vehicle tracking technology to avoid fatal collisions would save numerous lives each year and significantly reduce overall logging fatality rates.

While there is variance in the safety practices and records of these three jurisdictions, as reflected in their respective logging fatality rates, there is little doubt that the public policies and initiatives put forward have made a difference in reducing accidents and occupational fatalities. The challenge ahead is to further improve on the existing safety record by learning from best practices and implementing regulations or procedures to eliminate "hot spots" (e.g. vehicular accidents), and to change organizational cultures that permit individuals to take shortcuts and emphasize production at the expense of safety and individual well-being. Management and labour need to jointly make safety and health part of their ongoing agenda. Sustained improvements call for a combination of actions and attitudes beyond those mandated. Employers, employees and labour organizations need to energize cooperative programs to address specific workplace issues.

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EMPLOYMENT EQUITY MERIT AWARDS – 2002

JP Surette
Communications, Labour Program
Human Resources Development Canada

Canada has a healthy tradition of recognizing the importance of workplace issues, and since 1990 the federal government has cited many companies for their Employment Equity practices.

First enacted in 1986, the purpose of the Employment Equity Act is to achieve equality in the workplace by removing barriers to employment. It promotes inclusiveness and gives effect to the principle that employment equity means more than treating people in the same way. It also requires the accommodation of differences.

This year, there were many companies with proven good employment equity practices to choose. Nonetheless, it should be noted that the vast majority of companies recognized for their programs have important qualities in common:

- They have enshrined a statement that expressly and specifically denounces all forms of discrimination.
- They have demonstrated the willingness and commitment of senior management.
- They have implemented internship programs, scholarships and bursaries specifically geared to designated groups.
- They have signed Memoranda of Understanding with designated groups or communities, solidifying the commitment of both parties.

Employment equity is good for business. Full participation in a global economy depends on the skills of all. This important forum demonstrates that Canadian businesses continue to strengthen their policies and programs to tap the full potential of an increasingly diverse workforce. This gives rise to the possibility of shared best practices and values.

The 2002 Employment Equity Awards were chosen by a jury composed of winners from the previous year and Human Resource Development Canada representatives. The judges consider the quality of employment equity programs in place and results achieved. In their analysis, they consider innovation and responsiveness; special measures and accommodation; involvement at all levels; and a focus on more than one designated group.

There are two categories. The **Vision Award** is presented in recognition of outstanding creative and innovative approaches to the implementation of equity, diversity and inclusiveness in the workplace. The **Certificates of Merit** recognize organizations for special and continuing efforts towards attaining a representative workforce.



From left to right: Sandra Anderson, Husky Energy; Jennifer Pang, Arnold Bros. Transport Ltd.; John Marcoux, Manitoba Hydro; Claudette Bradshaw, Labour Minister; Marilyn A. Wright, Telesat Canada; Joyce Phillips, CIBC



VISION AWARD

Manitoba Hydro

Manitoba Hydro is a major energy utility headquartered in Winnipeg, Manitoba. A provincial Crown Corporation with almost 5,000 employees, it serves over 650,000 electric and gas customers throughout Manitoba. Virtually all electricity generated by the provincial Crown Corporation is from self-renewing water power. The corporation's capital assets-in-service at original cost exceed \$8 billion, making it the fourth largest energy utility in Canada.

Corporate Commitment

Manitoba Hydro's policy statement for employment equity states that it is "...committed to the concept of Employment Equity as an approach to identify and eliminate systemic disadvantages in employment that women, Aboriginal peoples, persons with disabilities, and members of visible minorities have historically faced. It is Manitoba Hydro's intention to ensure that members of these under-represented groups are given the opportunity to participate equitably in employment and career advancement opportunities consistent with their abilities and aspirations..."

Manitoba Hydro has made significant progress in the employment of women, Aboriginal peoples, persons with disabilities, and members of visible minorities since the inception of the first affirmative action program in 1983. Manitoba Hydro was the recipient of the Vision Award in 1996 for its commitment and success in this area.

Summary of Employment Equity Initiatives

The corporate targets for Aboriginal employment exceeds the labour force demographic. This is because they recognize the accelerating level of entry into the labour force of this designated group, as well as the special relationship and commitment that Manitoba Hydro has towards Aboriginal peoples.

Accommodation

Corporate facilities were upgraded and renovations were made to existing structures to accommodate access. Workstations are redesigned to accommodate employees with disabilities. Employees who become disabled are encouraged and supported to re-integrate into the workforce through retraining.

**Recruitment Strategies
and Employment Preparation**

Manitoba Hydro participates in numerous community presentations to stimulate interest in career goals. In addition, designated group employees serve as role models for youth. Manitoba Hydro is a founding member of the Manitoba Aboriginal Youth Career Awareness Committee, as part of a targeted effort to encourage Aboriginal youth to consider a diverse range of careers. They provide numerous in-depth, pre-employment mock interviews to designated group job applicants and offer advice regarding the application process, resume preparation, and referral to community resources that will enhance applicants' ability to secure employment.

Aboriginal Pre-Placement Training Program

Initiated in 1998, with 10 trainees per session, trainees are given a four-week orientation, then cycled through three electrical trades programs in northern generating stations. Employment follows successful completion of the training.

Educational Awards/Bursaries

A new Aboriginal Education Funding Program was established in 2001. Two "New Generation" scholarships of \$30,000 each are provided to Aboriginal students entering the Electrical Engineering field at the University of Manitoba. Each of these two scholarships has a guarantee of employment after successful completion. The corporation's Employment Equity Bursary Program annually provides 11 bursaries with the offer of summer employment. Overall, the financial award packages total \$120,000 per year.

Human Resources Practices Review

Manitoba Hydro hired an external consultant to review employment equity practices; recommendations were forwarded to the Board of Directors in 2001. As a result of this review, the Employment Equity section was elevated to full department status in December 2001.

Retention Strategies

Manitoba Hydro's discrimination/harassment policy was revised to clearly state a "zero tolerance" standard for any instance of racist, sexist, or other types of demeaning behaviour.

Also, an Aboriginal employee counselor began a one-year contract with Manitoba Hydro in 2001. This advisory resource is available to any employee. The position will be reviewed with the idea of making it permanent, if warranted.

The current exit interview process is also being modified to ensure that exit interviews are conducted with all designated group employees voluntarily leaving Manitoba Hydro. Results of exit interviews are tracked to reveal any systemic issues that may lead to turnover.

Summary of Progress

Designated Group Representation, March 1995 to December 2001

Women	19.5 - 23.3%
Aboriginal Peoples	5.9 - 8.3%
Persons with a Disability	2.6 - 3.8%
Members of Visible Minority Groups	2.2 - 3.0%

Special measures implemented for Aboriginal hiring have resulted in the corporate workforce demographic increasing from 7.2 to 8.3 per cent over the 12-month period ending December 31, 2001.

Contact: Dana Beljanic
Manager, Employment Equity Department
Tel.: (204) 474-3775

CERTIFICATES OF MERIT

Husky Energy

Headquartered in Calgary, Alberta, Husky employs approximately 2,500 people and holds almost \$9 billion in quality growth assets. A fully integrated oil and gas company, Husky ranks second in production and third in reserves relative to Canada's four other integrated oil and gas companies energy utility in Canada.

Diversity Vision

Following a systemic review of Husky Energy's employment policies and practices in 1994, Husky established an Employment Practices Steering Committee. A management position was established to lead initiatives, and related programs have expanded and become integrated into the operations of the organization. In 1997, Husky was awarded the Merit Certificate in recognition of its progress and in 1999 received a Vision Award for its continuing achievements.

Communicating with Employees

Straight from the top, the CEO of Husky Energy believes in the advantages of employment equity and meets annually with employees to communicate that a respectful workplace is a key component of Husky Energy's overall success. This type of executive support propagates the values of diversity throughout the organization.

Correcting Under—Representation with Specific Programs

In 2001, under the leadership of their CEO, Husky established a company-wide initiative to address the needs of those with disabilities, including the facilitation of a return to work program after an injury. This is one of several programs. Husky annually awards Aboriginal students with funding towards secondary and post-secondary education. Moreover, Husky provides job-shadowing opportunities for visible minority program participants. The company runs a six-week work experience program that utilizes mentors. They also employ a bridging program for women and Aboriginal peoples for transition into non-traditional employment.

Further demonstrating their commitment to diversity, Husky is actively involved in a job carving program where routine tasks from several positions are combined to create employment opportunities for persons with disabilities. Five positions have been created to date.

Community Relationships

Husky Energy managers are responsible for establishing a Memorandum of Understanding with Aboriginal Communities where they do business. This helps provide those communities with education opportunities and other support to meet particular needs. Husky also participates in school partnerships, which include providing students with mock job interviews to assist them in preparing for the employment process. Husky's long-term support with the University of Calgary has forged a significant partnership that has benefited both sides.

Work-Life Balance

Part of Husky's diversity program includes subsidizing developmental summer programs for children. Other initiatives include flexible working arrangements, such as working from home, compressed work weeks, and job sharing. Flexible benefits and flexible days off for family needs are also provided. Husky Energy gives employees up to four years of leave of absence for education or community services and supplies tuition aid. Husky also supports scholastic achievement and community involvement by providing a scholarship program.

Conclusion

Husky's diversity vision is a driving force in the organization and is brought to life for employees through extensive programs and activities that contribute to achieving the goal of a diverse, respectful and healthy workplace.

Contact: Sandra Anderson
Manager, Diversity
Tel.: (403) 298-6814

Arnold Bros. Transport Ltd.

Starting out as a modest, single truck grain hauler headquartered in Winnipeg many years ago, Arnold Bros. has since grown to become one of Canada's largest independent transportation companies and a leading player in the North American transportation scene. With almost 700 employees, Arnold Bros. has moved forward to invest in new trucks, trailers, research and development of powerful and effective management communications programs, continual staff training, and upgrading of employee performance standards.

As with other innovations, Arnold Bros. Transport was the first major Canadian trucking firm to recognize the potential efficiencies and cost savings of satellite communications technology. With satellite communications and tracking, drivers can be reached and communicated with instantly, and customers are made aware of precisely where their shipment is and exactly when it will arrive.

Recent Progress

For the year 2001, various equity and diversity issues were addressed in such areas as recruitment, training and development and general awareness of issues concerning the four designated groups.

As part of the company's employment equity initiatives, Arnold Bros. Transport Ltd. has ensured an

increase of applicants from designated groups. In relation, towards the end of 2001, the company was fielding requests from various organizations that wished to place their client with Arnold Bros. Transport Ltd. on a work experience basis. Arnold Bros. recognizes that partnerships such as these are not only beneficial to the individual but are a valuable part of equity and diversity since it allows Arnold Bros. to work and learn from individuals under a unique circumstance.

Career Internship Program

Another equity and diversity initiative includes the participation of Arnold Bros. Transport Ltd. in a local high school internship program called the Career Internship Program. After successful completion of the internship program, the interns are offered employment as summer students. The internship not only assists youths from designated groups to gain hands-on experience in the business environment but also promotes the company's employment equity and diversity policies and practices on an internal and external basis.

Employment Equity Committee

In 1999, the Strengthening Equity was established. This committee has produced a quarterly publication that addresses diversity issues and questions. All articles are shared with committee members to ensure a representative perspective.

The idea of a "Diversity Month" was introduced in 2001 by the equity committee. The event involved special guest speakers every Friday to share information on topics such as First Nations issues, disability issues, women's issues and a wind-down event called the "ABT Diverse-o-rama" where employees would participate by sharing cultural traditions with others (i.e. foods, history and traditional dress).

Fun at work

Another event developed in 2001 was to host quarterly recreational events for Arnold Bros. employees to encourage association between employees who are otherwise not in contact through their daily course of work. Due to the company's diverse workforce, the best way to learn about others and their cultures is through social interaction.

Conclusion

Arnold Bros. Transport Ltd. has made major strides in the areas of equity, diversity and communication in the year 2001. These initiatives should enjoy success and contribute to an inclusive and representative workforce in the future.

Contact: Ross Arnold
Vice-President, Human Resources
Tel.: (204) 257-6666

Telesat Canada

Telesat, located in Ottawa, is a world leader in satellite communications and systems management. Created in 1969, the company made history with the world's first commercial domestic communications satellite placed in geostationary orbit. With almost 500 employees, Telesat has developed a worldwide reputation for satellite design, launch, and network operations expertise. Their employees are mechanical and electrical engineers and electronics technologists who have dedicated their careers to developing satellite technology.

Telesat consults and recruits internationally, as satellite design and services is a narrow and highly specialized field. International contracts can be worth millions of dollars and satellite technical experts are valuable and difficult to find. Together, their clients and employees represent many countries worldwide.

Low Turnover Rate

Telesat boasts extremely long-service employees and low turnover rate, a significant advantage given the long timeline to develop a seasoned satellite expert. Conversely, this has left them with restricted opportunities to increase designated group representation. Their turnover rate sits at a very low 2.0 per cent. According to present employee demographics, 20 per cent of Telesat employees will be eligible for retirement within seven years, creating a parallel opportunity to close identified gaps.

Looking to the Future

Telesat works with elementary, secondary, and post-secondary schools to encourage students to follow science and engineering careers. Managers accept regular invitations to make classroom presentations. Telesat also offers scholarships and sponsors programs for women and Aboriginal peoples. Telesat wants to ensure their changing workforce reflects the faces of Canadians, and their full management team is on-side.

Rural Focus

Telesat was originally created by an Act of Parliament in order to bring telecommunications services to the far north. Decades later, they maintain that commitment. Throughout 2002, the company will test delivery of both high-speed video streaming and two-way data services to 40 locations in remote and rural parts of Newfoundland and Labrador, Ontario and Quebec. The trials are part of a comprehensive research and development program worth over \$15 million. Telesat is very proud of this initiative, as it equals the playing field in a world where Internet access is fast becoming the prerequisite to information and opportunity.

Aboriginal Initiatives

Telesat and the Assembly of First Nations have signed a historic Memorandum of Understanding that paves the way for the deployment of high-speed communications services and applications

to all First Nations communities in Canada by 2004. Under the agreement, Telesat and the Assembly will work together to develop a comprehensive plan to deploy services to the 633 First Nations communities. The agreement will be a fundamental element of economic development and follows many years of cooperation between Telesat and Aboriginal organizations. In recent years, Telesat's research and development efforts have led to new applications in education, medicine and government services for remote parts of Canada.

Women in "Non-Traditional" Professions

Electronics Technologists make up fully 20 per cent of Telesat's workforce. Their technologists operate, maintain and repair the network of 5,000 telecommunications earth stations. This classification has been traditionally 100 per cent male-dominated, but three years ago this changed when Telesat hired two female technologists. Telesat has been successful in retaining these women, which they believe demonstrates a supportive workplace environment. The company is also responding to the challenge of recruiting female electrical engineers, as federal statistics still show that women only make up 10-15 per cent of the graduating class. Telesat is in contact with college professors who have agreed to post jobs in their classrooms, as they become available. Telesat continues to look for opportunities to access these talented women.

Pathmaker Program

Telesat extends corporate sponsorship to Pathmakers, a program to encourage young people (beginning in grade 3) and particularly girls, to pursue careers in science, technology and engineering. Their funding pays for program materials and posters and enables volunteers to make classroom presentations.

Conclusion

Telesat benefits from the dedication and creativity of their Employment Equity Committee, the commitment of the Executive Management Committee, and the support of their management team. They believe this combination to be the greatest catalyst to closing gaps during this decade. Telesat also believes

that their proactive approach will take them beyond meeting the numbers, to meeting the full intent and spirit of employment equity legislation.

Contact: Marilyn Wright
Vice-President, HR &
Corporate Services
Tel.: (613) 748-8855

CIBC

CIBC opened its first branch in Toronto in 1867, and since then, it has become one of North America's leading financial institutions. With more than 41,000 employees worldwide, the Bank attributes a great part of its success to its employees. Headquartered in Toronto, today it is a recognized leader, not only as an employer of choice, but also in terms of return on investment to its shareholders. Research shows that organizations with a high return on investment are also organizations that have fair and equitable human resources policies and practices for their employees.

Senior Executive Commitment

The Bank has demonstrated steady commitment to diversity and equity. Over the years, dedicated professionals have managed diversity-related initiatives with the consistent and solid support of senior executives.

Women in Senior Management

In the 1980's, CIBC realized that there was a "glass ceiling" for women working in middle management. In 1987, their workforce was comprised of over 70 per cent women, but they accounted for only 3.4 per cent of all senior managers. A subsequent review of employment systems identified barriers and as a result, the Bank embarked on a path to eliminate those barriers. While success was not achieved overnight, a systematic process of eliminating barriers, strong leadership support, and education has realized a significant increase in the representation of women in senior management. By the end of 2000, the Bank had reached the enviable rate of 34.1 per cent of women in senior management. This has not only surpassed its own internal goals, but also exceeded the labour market availability rate of 19.4 per cent. With 52 per cent women in

middle management, the Bank is very confident that it can maintain and may even surpass its present representation of women in senior management.

Supporting Employees and the Community

CIBC believes that investing in its employees is crucial to its business success. A number of policies and programs are designed to support and retain employees. Of note is the "CIBC Knowledge Network," offering employees over 600 courses with resource materials including electronic, book, and audio-visual formats. The flexible delivery mechanisms for these courses have accommodated the needs of employees by allowing them to take courses at their own pace, and at a convenient time and place.

Through its Accommodation Program, the Bank has also established an ongoing central fund of \$500,000 to support the job accommodation solutions of employees with disabilities.

Equity Programs

The Career Access Program is a newly developed internship program that provides Aboriginal peoples and persons with disabilities with a 12-month internship. The Bank also places a high value on educational equity initiatives, understanding that without educational equity, employment equity will never be fully realized. It is a founding member and continuing sponsor of Women in Capital Markets, a program designed to support the recruitment of women into investment banking.

As the lead corporate sponsor of the National Aboriginal Achievement Awards, the Bank participates in Blueprint for the Future Aboriginal Career Fairs. Working with the Foundation, it provides funds for scholarships that are directed to Aboriginal students.

Last year, the Bank contributed over \$40 million worldwide to thousands of worthy charitable organizations, including \$22 million in Canada.

In February 2002, CIBC was the proud recipient of the 2001 Corporate Award presented by the Canadian Foundation for Physically Disabled Persons. This award recognizes organizations for their support for people with physical disabilities.

Recently, leaders of the First Nations attended a one-day session with the Bank's Chairman and CEO to identify any barriers to Aboriginal employment, and to set in place a process to identify and implement solutions. This began a process of joint commitment, collaboration and success that continues today.

Conclusion

At CIBC, creating a truly welcoming environment is an ongoing process. By strengthening partnerships, it will continue to align its corporate culture with its aim to be the best company in which to work, for everyone.

Contact: Tom Proszowski
Senior Manager, Employment Equity
Tel.: (416) 307-3249

For more information concerning workplace equity contact the

*Workplace Equity Programs, Operations Directorate
Labour Program, Human Resources Development Canada*

*Telephone: (819) 953-7528 Fax: (819) 953-8768
Web Site: http://info.load-otea.hrdc-drhc.gc.ca/workplace_equity/home.htm*

SELECTION OF RECENT CHANGES IN CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

Michel Gauvin, Charles Philippe Rochon and Caroline Sauvé
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada

Federal: Budget Implementation Act, 2001; Bill C-49, Assented to March 27, 2002

Among various measures (e.g., amendments to the *Income Tax Act*), Bill C-49 has amended sections of the *Employment Insurance Act*, the *Employment Insurance (Fishing) Regulation* and the *Canada Labour Code* related to maternity and parental leaves.

With respect to Employment Insurance benefits, this Act allows a claimant whose new-born or newly adopted child is hospitalized to extend the period during which parental benefits may be paid by a number of weeks equivalent to the duration of the hospitalization. The benefit period, however, cannot be extended to more than 104 weeks. It should be noted that this provision does not increase the actual duration of parental benefits, currently set at 35 weeks. Rather, it allows claimants to take the parental benefits to which they are entitled over a longer period.

The Act has also eliminated the cap on the duration of combined maternity, parental and sickness benefits (also known as the "anti-stacking rule"), which was previously set at 50 weeks. An eligible claimant can now take the maximum amount of maternity (15 weeks), parental (35 weeks) and sickness benefits (15 weeks), for a total of 65 weeks of benefits. (However, this only applies if regular Employment Insurance benefits are not paid to the claimant during the benefit period). This amendment is in response to a decision of the Canadian Human Rights Tribunal (*McAllister-Windsor v. Human Resources Development Canada*) which found that the cap on benefits amounted to *prima facie* discrimination on the basis of sex and disability for which there was no *bona fide* justification.

In addition, Bill C-49 has amended Part 3 of the *Canada Labour Code* to specify that, in the case of a new-born child, parental leave can begin, *at the option of the employee*, on the day the child is born or the day the child comes into his/her actual care.

These provisions came into force on April 17, 2002.

Manitoba: Minimum Wages and Working Conditions Regulation (Amendment) under the Employment Standards Code; Manitoba Regulation 9/2002, Gazetted February 2, 2002

This Regulation increased the minimum wage by 25 cents (from \$6.25 to \$6.50 per hour) on April 1, 2002. The minimum wage will increase by a further 25 cents (to \$6.75 per hour) on April 1, 2003.

The Government of Manitoba decided not to create a sub-minimum wage for certain categories of employees as recommended earlier by the chair and employer representatives of the province's Minimum Wage Committee.

New Brunswick: Minimum Wage Regulation under the Employment Standards Act; New Brunswick Regulation 2002-15, Gazetted March 13, 2002

This Regulation will repeal and replace the current *Minimum Wage Regulation*. Effective August 1, 2002, it will increase the minimum wage rate in New Brunswick from \$5.90 to \$6.00 per hour, for the first 44 hours worked in a week, and from \$8.85 to \$9.00 for each additional hour worked in that period (reflecting the overtime rate). The minimum wage for employees whose hours of work are unverifiable and who are not strictly employed on a commission basis will also be raised from \$260.00 to \$264.00 per week.

Newfoundland and Labrador: *Labour Standards Regulations (Amendment) under the Labour Standards Act; Newfoundland and Labrador Regulation 24/02, Gazetted March 28, 2002*

This amendment repealed and replaced the minimum wage provisions of the *Labour Standards Regulations*. On May 1, 2002, the minimum wage increased by 25 cents (from \$5.50 to \$5.75 per hour). Moreover, it now applies to employees of all ages. (Previously, only employees 16 years of age or over were covered.) The minimum wage will increase by a further 25 cents—to \$6.00 per hour—on November 1, 2002.

As part of Newfoundland and Labrador's reform of its labour standards legislation,¹ this amendment will also repeal and replace overtime wage provisions in the regulation. Effective April 1, 2003, overtime wages—currently set at one and a half times the provincial minimum wage—will be earned at a rate of not less than one and one half times the employee's regular rate of pay.

Ontario: Regulations under the *Fairness is a Two-Way Street Act (Construction Labour Mobility)*, 1999; Ontario Regulations 49/02 and 50/02, Ontario Gazette of March 9, 2002

Effective March 9, 2002, a regulation has prescribed Quebec as a designated jurisdiction for the purposes of the *Fairness is a Two-Way Street Act (Construction Labour Mobility)*, 1999.

This means, among other things, that residents of Quebec who wish to do construction work in Ontario must:

- register annually with the Jobs Protection Office (JPO) and pay a fee of \$100;
- provide evidence satisfactory to the JPO Director of work experience in a prescribed trade, occupation or construction activity;
- meet Quebec's certification requirements (where applicable) and have Ontario certification (where compulsory);
- carry their JPO registration card.

Quebec residents working in Ontario on construction contracts and sub-contracts that were in force before March 9, 2002, can continue to work on those projects, without being affected by the requirements contained in the *Act*, for the duration of the contract. Also, when Quebec workers cannot register with the JPO either because they have no certification or because they are certified in only one of the two provinces, it is possible for an Ontario contractor to apply to the JPO Director to have these workers exempted from the certification requirements for the duration of the project for which they are required. Exemptions are allowed in the following circumstances only:

- the workers are employed by the Ontario contractor;
- in the Director's opinion, the workers' skills are necessary to the project; and
- in the Director's opinion, because of a shortage of those skills, no Ontario workers with those skills are available to carry out the work. The contractor is expected to show proof of the absolute need for any Quebec workers.

All other registration requirements still have to be fulfilled, and no exemption will be granted for a worker who wishes to work in a trade for which certification is compulsory in Ontario (e.g. as an electrician), but is not certified in either Ontario or Quebec.

A Quebec resident who works in the construction industry in Ontario and does not register with the JPO is guilty of an offence and on conviction is liable to a fine ranging from \$500 to \$2,000 for each day or part of a day worked without a JPO registration card.

Saskatchewan: *Minimum Wage Board Amendment Order, 2002; Saskatchewan Regulations 33/2002, Gazetted April 12, 2002*

This Regulation amended the minimum wage rate provisions of the *Minimum Wage Board Order, 1997*. The minimum wage increased to \$6.35 an hour on May 1, 2002 (compared to \$6.00 an hour previously) and will go up a further 30 cents, to \$6.65 an hour, on

¹ Amendments to the province's *Labour Standards Act* were outlined in the Spring 2002 issue of the *Workplace Gazette*, Vol. 5, No. 1.

November 1, 2002. Similarly, the minimum sum that must be paid to an employee who is required to report for duty, other than for overtime, increased from \$18 to \$19.05 on May 1, 2002, and will be raised to \$19.95 on November 1, 2002. This minimum reporting pay applies where an employee is required to be on duty for three hours or less.

These increases to the minimum wage follow the recommendations of the province's Minimum Wage Board.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Web site at:

<http://labour-travail.hrdc-drrhc.gc.ca>

and click on "Canadian Labour Law Information."

READERS' CORNER

Michèle Auger, Fred Longley and Edward Popoff
Library and Information Management Services
Human Resources Development Canada



Telework

Bertin, Imogen and Alan Denbigh. **The Teleworking Handbook: New Ways of Working in the Information Society.** 3rd ed. Warwickshire, UK: The Telework, Telecottage and Telecentre Association (TCA), 2000.
HRDC HD2336.35 G7 B47 2000

This comprehensive handbook provides essential guidelines and practical information on all aspects of telecommuting. It is designed for the individual employee, the com-

pany implementing a scheme, and the self-employed. Topics covered include the pros and cons of teleworking; implementation of teleworking in companies; finding

telework; starting and maintaining a teleworking business as a self-employed person; ideas for telebusinesses; and safety and disability issues.

Dixie, Alan. **The Obsolete Office.** Chalford, Gloucestershire, UK: Management Books, 2000.
HRDC HD2336.3 D59

The author examines how the rapidly growing trend toward teleworking will change employees' lives, emphasizing how working from home can help achieve a better balance between work and

personal life. Practices for working at home are discussed as well as approaches to managing and motivating the home-based employee. The author reports on an "Obsolete Office Survey" conducted to

measure what employees consider to be the benefits and disadvantages of working from home and how they would expect to improve their working and personal lives through telework.

Dziak, Michael J. **Telecommuting Success: A Practical Guide for Staying in the Loop while Working Away from the Office.** Indianapolis, Ind.: Park Avenue, 2001.
HRDC HD2336.35 U5 D94

This book goes beyond the basics of telecommuting advice to provide the potential or current telecommuter with easy-to-read tips, suggestions and short-cuts

on how to become a "power telecommuter". The very detailed and comprehensive coverage shows how to optimize use of technology, create the ideal telecommuting en-

vironment, use virtual working relationships, and position yourself for future telecommuting opportunities. Helpful graphs, charts and worksheets are included.

Fisher, Kimball. **The Distance Manager: A Hands-On Guide to Managing Off-Site Employees and Virtual Teams.** New York: McGraw-Hill, 2001.
HRDC HD6336.3 F57

In the virtual workplace created by global business requirements and new technologies, managers often face the challenge of coordinating, developing, motivating and obtaining peak performance from people they rarely see. Based on the ex-

periences of a wide cross-section of successful distance managers, this book presents basic principles and best practices of distance management. Topics include what employees want from a distance manager; the competencies of an

effective distance manager; and how to work with the various types of virtual teams. Tips are provided on the use of technology such as Web conferencing that distance managers depend on.

Gresing-Pophal, Lin. **Telecommuting: Managing Off-Site Staff for Small Business.** North Vancouver, B.C.: International Self-Counsel Press, 2001.
HRDC HD2336.3 G73

Most telecommuting guidelines and training programs are directed at large organizations. This book addresses the needs of the small- to medium-size organization which lacks the resources typically avail-

able to much larger firms. Chapters cover myths, pros and cons of telecommuting for employees and employers; the kinds of policies and procedures needed; how to select existing staff and recruit

others as telecommuters; and how to train and manage telecommuters. Samples of a telecommuting proposal, policy and agreements are provided.

Gurstein, Penelope Cheryl. **Wired to the World, Chained to the Home: Telework in Daily Life.** Vancouver: UBC Press, 2001.
HRDC HD2336.3 G87

Gurstein's long-term research focuses on the impact of home-based working on people's daily life patterns, their social networks and the ways they organize their living spaces. She integrates her findings in Canada with international data to provide a comprehensive

view of the telework boom. Tensions are examined between desired flexibility and control over work life and the problems of isolation, workload levels, and maintaining a balance between work and domestic life. The author calls for greater willingness of

employers to create less hierarchical organizations that could accommodate more flexible work arrangements and the development of telework policies that encourage social networks and offer choices for workers and their employers.

Zetlin, Minda. **Telecommuting for Dummies**. New York: Hungry Minds, 2001.

HRDC HD2336.3 Z47

This reader-friendly guide details the essentials for successful telecommuting. Topic areas include the advantages and disadvantages of telecommuting; how to decide if

telecommuting is right for you; finding a telecommuting job in your organization or elsewhere; creating the home office; telecommuting technology; managing work relation-

ships; balancing work and home life; managing the telecommuter team; and how telecommuting may affect your long-term career goals.

NOTES

1. *For other available references in French language only, see the French version of the Workplace Gazette / Gazette du travail.*
2. *Human Resources Development Canada employees can borrow these items from the Departmental Library. Others can borrow them through their own library.*

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YESTERDAY AND TODAY

Workers with Disabilities

Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Fifty Years Ago...

In April 1952, The *Labour Gazette* reported on the first meeting of the National Advisory Committee of Rehabilitation held in Ottawa. The Advisory Committee was formed as a result of recommendations passed at a National Conference. The ultimate objective was to make available to the estimated 100,000 seriously disabled persons of working age in Canada the best treatment obtainable and the possibility of becoming rehabilitated to the point of being able to earn their own living and to contribute to the productive capacity of Canada. The National Advisory Committee was the first major step in the long-range program of rehabilitation.

At the time, this initiative was in step with similar programs launched in the United States where a Task Force had declared "... disability will become a major obstacle to national strength and vitality unless a determined and concerted effort is made to cope with it. It is not a matter for the vague future; if we are to avoid sheer waste in our manpower plans, we need to ask ourselves some searching questions on the place of handicapped persons in those plans."

Similar rehabilitation programs were set up in the United Kingdom, West Germany and Belgium. West Germany established numerical objectives whereby establishments employing 20 or more persons must have in their employment a goal of 2.0 per cent of employees with disabilities. Local employment offices maintained a special section to deal with the various phases of rehabilitation. The purpose of the employment offices' program was to return the disabled worker to the same or a related occupation with as little disturbance as possible to his/her established pattern of

living. Where this was impossible, the worker was advised of other suitable occupations and of the training for such occupations.

Today...

The concern over managing disabilities is still a pressing and national concern. A number of government programs are of special interest to persons with disabilities and to organizations accommodating persons with disabilities either as employees or as customers. The Government of Canada Web site identifies "persons with disabilities" as an *Audience* and maintains this key topic in all major clusters and portals.

The federal employment equity legislation includes disabled persons as a designated group. Federally regulated organizations must report annually to government on progress made in the year in meeting designated groups numerical targets based on regional and occupational availability data as provided by Statistics Canada census data. Proactive measures are also encouraged to help breakdown stereotypes and to help employers and employees deal with persons with disabilities.

A number of organizations and institutes are cooperating in making available information and technologies to help in the integration of persons with disabilities into the mainstream of the labour market. For example, the National Institute of Disability Management works with employers, labour organizations and community groups to help integrate disability management into the main stream of management. The Institute

has developed a *Code of Practice in Disability Management* which sets out much-needed guidelines for the fair and equitable treatment of workers with disabilities. This Code will form part of the basis in the development of an international code of practice between the Institute and the International Labour Organization.

Interesting Web sites demonstrating the complexity and sophistication of information available to persons with disabilities and individuals or organizations dealing with persons with disabilities are listed below:

- <http://www.nidmar.ca>
- <http://www.pwd-online.ca/en/menu.jsp>
- http://canada.gc.ca/cdns/indiv_e.html
- http://www.jobsetc.ca/home_e.html
- <http://www.disabilityweblinks.ca/edd/dl.introduction>
- <http://www.starlingweb.com/atl-Ita/indexe.asp>
- http://info.load-otea.hrdc-drhc.gc.ca/workplace_equity/home.htm

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 - access to a past quarterly issue of the *Wage Settlements Bulletin*;
 - access to a listing of available articles and case studies published in the *Workplace Gazette*;
 - calendar of *Major Collective Agreement Expiries and Reopeners*;
 - searchable *Labour Organizations* database.
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Client Services

The Workplace Information Directorate is your source for up-to-date, customized information on industrial relations and collective bargaining in Canada.

By meeting your specific research needs, we can assist you in preparing for the resolution of issues at the bargaining table. We can also help you keep abreast of developments in the industrial relations field through our information service and publications. Our resources are used by negotiators, researchers, economists, consultants, journalists, teachers and many others.

Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. Annual subscription: Canada, \$200 plus 7% GST (\$214); other countries, U.S. \$200. (Available by e-mail, mail or fax).

Negotech

A searchable labour relations database providing timely information on the key aspects (settlement reports and full collective agreement contract language) of collective bargaining in Canada. Access via the Internet. Available **free** as an added value to subscribers of our publications.

Visit our Web Site for information on work stoppages, labour organizations in Canada, a calendar of collective agreement expiries and reopeners, articles and case studies published in the Workplace Gazette, information on innovative workplace practices and a selection of recent changes in Canadian labour laws.

Workplace Gazette

A quarterly publication providing data on wage adjustments from major collective bargaining settlements in Canada by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; a chronological perspective on work stoppages; and, information on innovative workplace practices resulting from collective bargaining. It also features articles and case studies on pertinent industrial relations matters. Annual subscription: Canada, \$125 plus 7% GST (\$133.75); other countries, U.S. \$125. (Available by mail only).

Collective Bargaining Bulletin

A monthly publication containing timely information based on recently signed major collective agreements in Canada. The publication focuses on summaries of changes to wages and benefits in selected settlements, the status of key negotiations as well as data on work stoppages. Also included is a list containing major settlement reports currently available on the Negotech database. Annual subscription: Canada, \$50 plus 7% GST (\$53.50); other countries, U.S. \$50. (Available by e-mail and mail).

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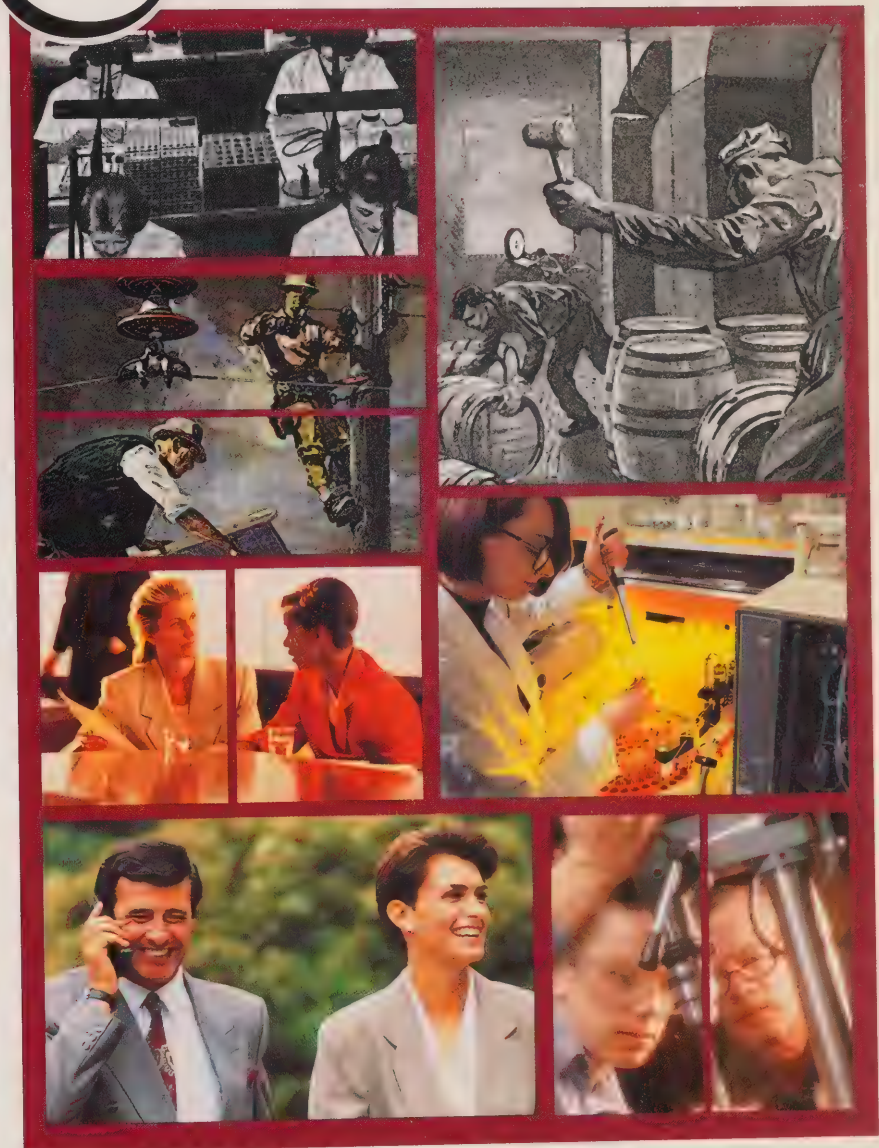
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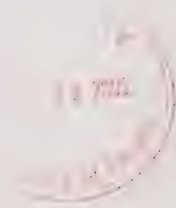
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the Social Science Employees Association and the Public Service
Alliance of Canada.*

AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, collective agreement provisions, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

This issue includes the second quarter data for 2002 on wage adjustments in major collective agreements, both current and historical, by public and private sectors, by region, by jurisdiction and by major industry. Also included, is a listing of major settlements reached in the second quarter 2002, an overview of selected provisions featured in current collective agreements, as well as information on work stoppages for the second and first quarters of 2002. This issue reports recent data on union membership in Canada from the annual survey of labour organizations conducted by the Workplace Information Directorate.

Innovative practices in the workplace resulting from collective bargaining are summarized. Case studies include the development of a program designed to identify and prevent abuse in the workplace in general and on health care organizations more specifically.

A number of articles focus on an aging workforce and on collective agreement provisions dealing with transition to retirement. A historical overview of the development and future of labour-management consultation in the Canadian Public Service is provided.

Recent changes in Canadian Labour Laws focus on adopted bills, regulations and other statutory instruments. Yesterday and Today focusses on Union Membership.

The departmental library is featuring reading suggestions on mentoring.

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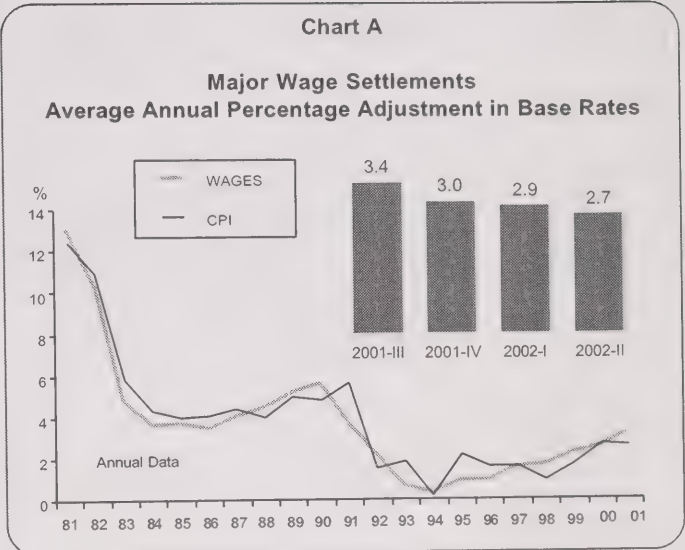
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MAJOR WAGE SETTLEMENTS*—SECOND QUARTER 2002

Summary

- Base-rate wage increases for the **second quarter 2002** averaged **2.7 per cent**
- Wage adjustments in **public-sector** settlements averaged **2.7 per cent**. In the **private sector**, wage adjustments averaged **2.6 per cent**
- Alberta recorded the largest wage gains at 6.1 per cent. Newfoundland and Labrador recorded the second largest wage gains at 6.0 per cent
- By industry, the largest average wage adjustments were in the **manufacturing** sector at **3.1 per cent**



Source: Workplace Information Directorate

Overview

Major collective bargaining settlements reached in the **second quarter 2002** provided base-rate wage increases averaging **2.7 per cent** annually over the contract term. This is down slightly from the 2.9 per cent figure in the previous quarter, and lower than the 3.1 per cent average recorded for the year 2001 as a whole. The second quarter 2002 results are based on a review of 120 settlements reached in the period, with a coverage of 442,275 employees.

When the parties to the second-quarter settlements previously negotiated, contract duration averaged 44 months, and the resulting wage adjustments averaged 2.3 per cent compared to the 2.7 per cent in their current round of settlements and an average contract duration of 21.6 months.

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Distribution by Size of Wage Adjustments

In the second quarter 2002, a large concentration of employees (75.6 per cent) received increases in the 2.0 to 2.9 per cent range. Approximately 11 per cent of all employees received increases in the 3.0 to 3.9 per cent range. Only 2.5 per cent of all

employees received increases of 0.1 to 1.9 per cent, and 1.7 per cent of all employees were subject to a wage freeze and there were no wage reductions. A relatively small but still significant concentration of employees (9.2 per cent) received wage increases of 4.0 per cent and over.

**Distribution of Agreements and Employees
by Size of Wage Adjustments, Second Quarter 2002**

Adjustment Range	Agreements		Employees	
	Number	Percentage	Number	Percentage
0% (No increase)	3	2.5	7,530	1.7
1.0% to 1.9%	7	5.8	11,240	2.5
2.0% to 2.9%	81	67.5	334,345	75.6
3.0% to 3.9%	15	12.5	48,270	10.9
4.0% to 4.9%	3	2.5	1,890	0.4
5.0% to 5.9%	5	4.2	10,550	2.4
6.0% to 6.9%	4	3.3	12,450	2.8
7.0% and over	2	1.7	16,000	3.6
ALL LEVELS	120	100.0	442,275	100.0

Note: Due to rounding, percentages may not always equal 100 per cent.

Source: Workplace Information Directorate

Public and Private Sectors

Wage adjustments in the second quarter 2002 were largely comprised of public sector settlements (82.5 per cent of agreements covering 90.1 per cent of employees). **Public-sector** wage adjustments for 398,665 employees in 99 settlements averaged **2.7 per cent**, down from 3.1 per cent in the previous quarter, and down from 3.2 per cent for the year 2001. A large number of these settlements (50) were in the Quebec public sector providing 256,350 employees with wage increases averaging 2.0 per cent. These Quebec public-sector settlements had a moderating influence on the average wage adjustment figures in

the second quarter; excluding these agreements, the remaining public-sector settlements averaged wage increases of 3.8 per cent.

Private-sector wage increases for 43,610 employees in 21 agreements averaged **2.6 per cent**, up from 2.0 per cent in the previous quarter, but down from the average of 2.9 per cent for 2001. Quebec private-sector agreements, with increases averaging 3.3 per cent in the second quarter, led average private-sector wage adjustments. These results were influenced in part by the Bombardier Inc. agreement (at 3.4 per cent) covering 7,400 production employees.

Wage Adjustments by Region/Jurisdiction

On a provincial basis, the largest concentration of employees (60.2 per cent) and the largest number of settlements (45 per cent), were in Quebec; this was due to the large number of public service contracts settled in the province during this period. Wage increases in **Quebec** averaged **2.1 per cent**, which was the second lowest average wage increase after **British Columbia**, at **1.0 per cent**.

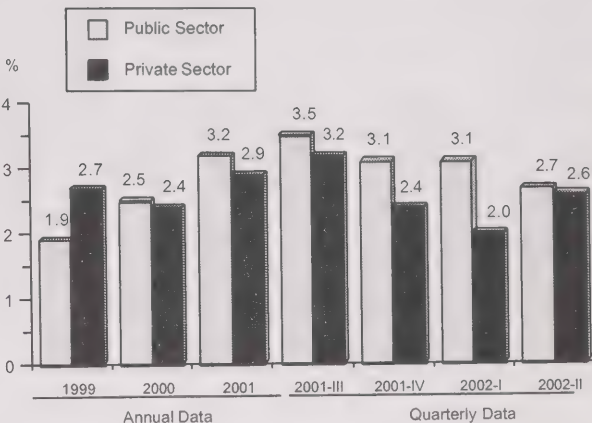
The largest average wage increase was in **Alberta** at **6.1 per cent**; on a regional basis, the **Prairie Provinces** averaged wage increases of **5.5 per cent**. The larger wage increases were due in large part to several education sector settlements in Alberta and a large nursing settlement in Manitoba.

The **Atlantic Provinces** second quarter 2002 wage figure was relatively large, with wage adjustments averaging **3.9 per cent**; this was due in large part to a **Newfoundland and Labrador** health sector agreement providing 5,000 nurses with wage increases averaging **7.8 per cent**.

In the **Federal jurisdiction**, wage increases averaged **2.9 per cent** for 18,455 employees in seven settlements; in **Ontario**, there were 28 agreements providing 77,540 employees with wage increases averaging **2.8 per cent**. There was a single **multi-province** agreement providing 3,200 employees with wage gains averaging **3.0 per cent**.

Chart B

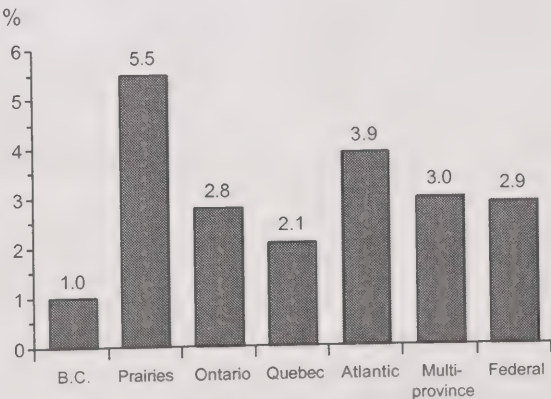
Major Wage Settlements by Public/Private Sectors Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Chart C

Major Wage Settlements by Region/Jurisdiction Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Wage Adjustments by Industry

On an industry basis, the largest concentration of employees was in the **education, health and social services** sector (with 60.6 per cent of all workers in second quarter settlements). In this sector, 268,010 employees in 76 agreements averaged increases of **2.8 per cent**.

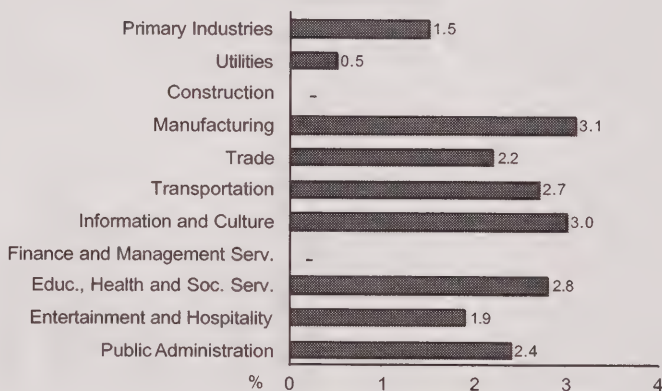
The second largest concentration of employees (25 per cent of all workers) was in **public administration**, with 110,660 employees in 15 agreements averaging increases of **2.4 per cent**.

The largest average wage increase was reported in the **manufacturing** sector at **3.1 per cent** (10 agreements covering 16,055 employees). The smallest increase was in the **utilities** sector with four agreements providing 5,630 employees with wage adjustments averaging **0.5 per cent**.

For all remaining industries, wage increases in ascending order of magnitude were the following: in the **information and culture** sector, three agreements provided 14,420 employees with wage increases averaging **3.0 per cent**. In the **transportation** sector, three settlements provided 10,800 workers with wage gains averaging **2.7 per cent**. In the **trade** sector, 12,050 employees in six agreements received wage increases averaging **2.2 per cent** and in the **entertainment and hospitality** sector, there were only two settlements providing 4,010 employees with wage gains averaging **1.9 per cent**. In **primary industries**, a single agreement (Bowater Forest Products) provided 640 employees with increases averaging **1.5 per cent**.

Chart D

Major Wage Settlements by Industry Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

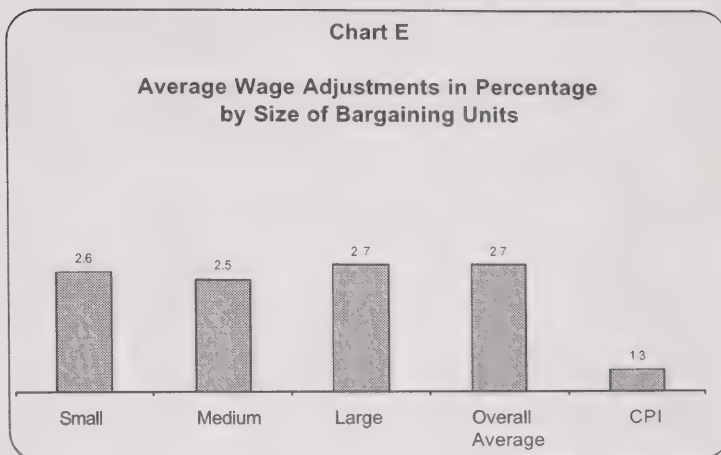
Wage Data for the Second Quarter 2002 for Small, Medium and Large Size Bargaining Units

Among the 158 collective bargaining settlements reached in the **second quarter 2002**, 38 settlements were in small bargaining units (between 100 and 499 employees), 74 were in medium bargaining units (500 to 1,999 employees), and 46 were in large bargaining units with 2,000 employees and over. During this period, the overall base-rate wage adjustment averaged 2.7 per cent, up slightly from 2.6 per cent in the first quarter 2002. The overall **public-sector** wage adjustment at **2.7 per cent** was higher than the figure of **2.5 per cent** reported for the **private sector**.

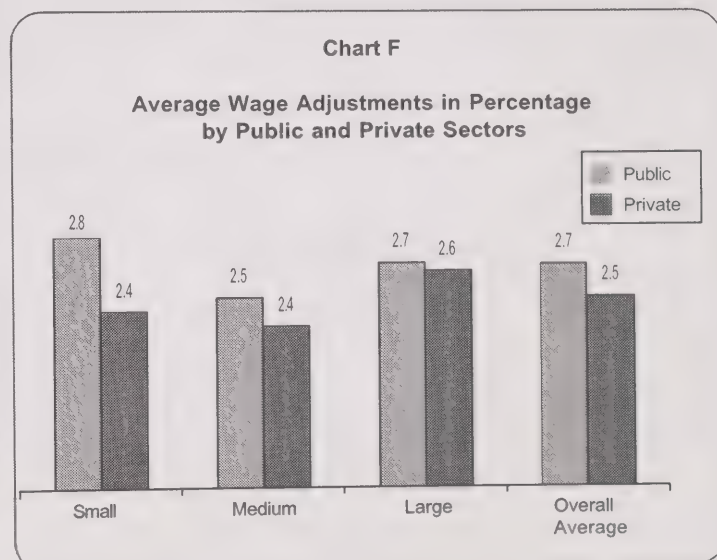
Small bargaining units reported an average increase of **2.6 per cent**, slightly higher than the 2.5 per cent reported for the first quarter of the year 2002 but maintaining the year-to-date average at 2.6 per cent. **Public-sector** settlements provided an average increase of **2.8 per cent**, compared to 2.5 and 2.6 per cent in previous quarters. **Private-sector** wage adjustments were lower at **2.4 per cent** compared to 2.5 and 2.4 per cent in previous quarters.

Medium bargaining units reported an average wage increase of **2.5 per cent** compared to 3.0 per cent in the first quarter, the lowest average adjustment since the first quarter 2000. **Public-sector** settlements resulted in an average increase of **2.5 per cent**, lower than the 3.0 per cent range for the three previous quarters, but slightly higher than the **private-sector** figure of **2.4 per cent**.

Large bargaining units reported an average wage increase of **2.7 per cent**, slightly lower than the 2.9 per cent figure for the first quarter and the lowest since the third quarter 2000. **Public-sector** average wage increases at **2.7 per cent** was lower than the previous six quarters, but remained slightly higher than the **private-sector** average wage adjustments of **2.6 per cent**.



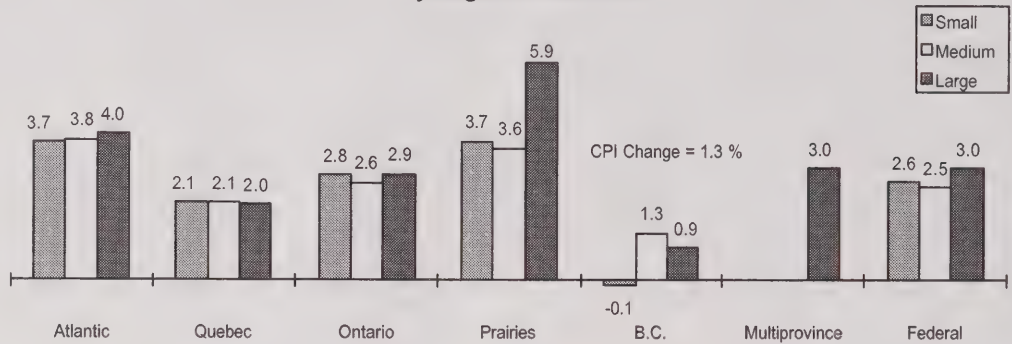
Source: Workplace Information Directorate



Source: Workplace Information Directorate

Chart G

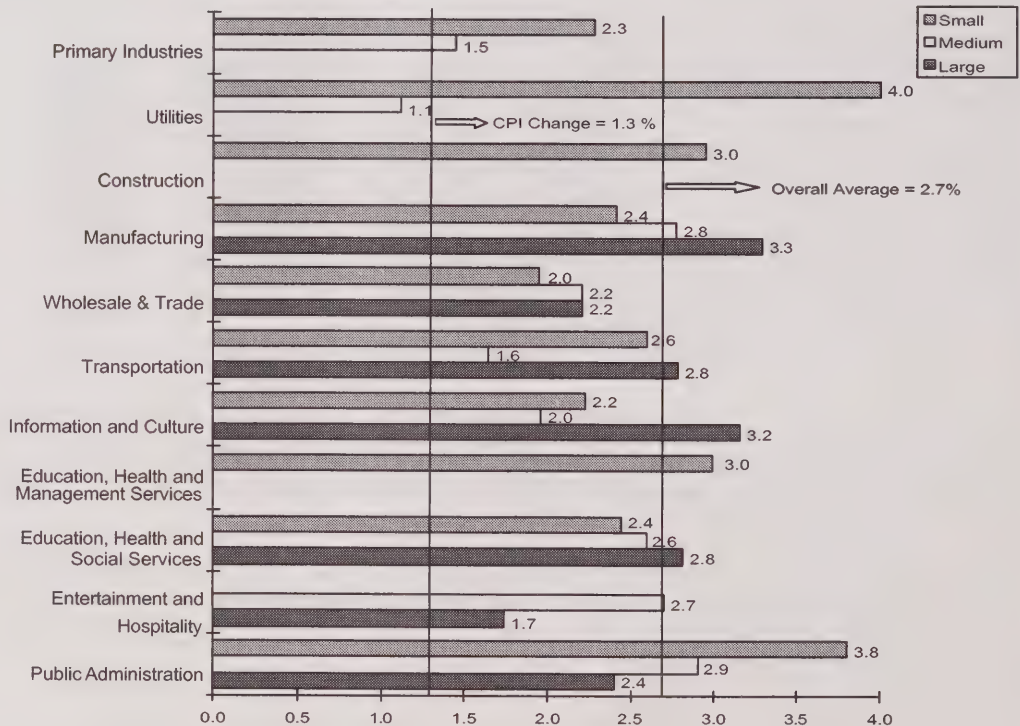
**Average Wage Adjustment, by Size of Bargaining Units,
by Region/Jurisdiction**



Source: Workplace Information Directorate

Chart H

**Average Wage Adjustment, by Size of Bargaining Units,
by Industry**

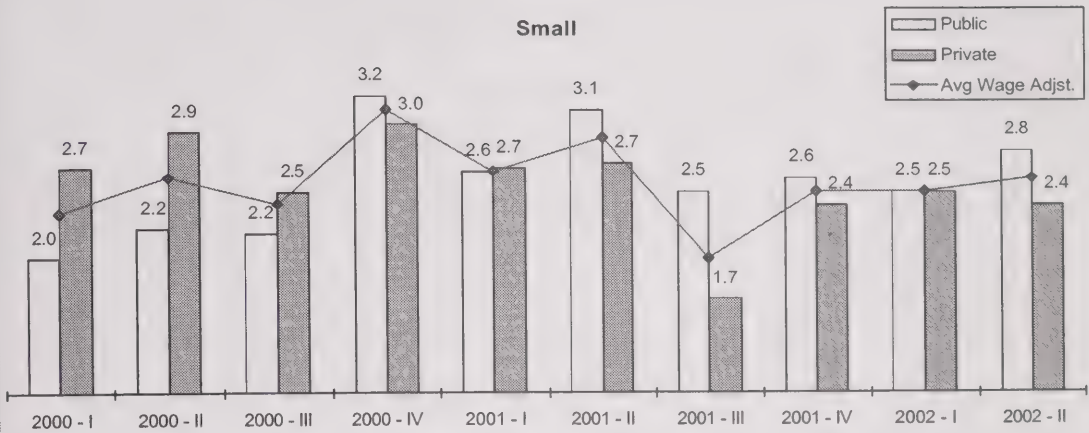


Source: Workplace Information Directorate

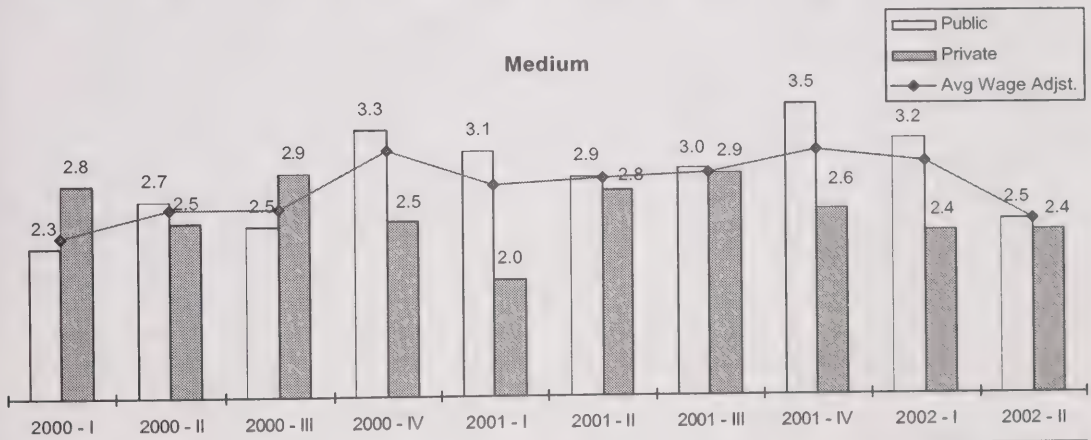
Chart I

Average Wage Adjustments by Public and Private Sectors, by Quarter

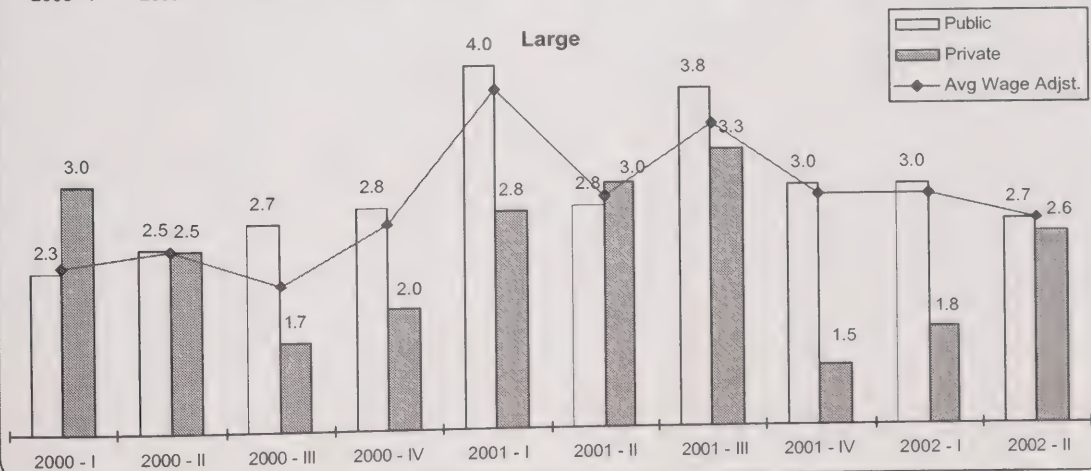
Small



Medium



Large



Source: Workplace Information Directorate

MAJOR SETTLEMENTS REACHED IN THE SECOND QUARTER 2002

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Primary Industries (1 agreement)	640	1.5	0.0	48	
Bowater Canadian Forest Products Inc., woods operators, Thunder Bay, Ont.	640	1.5	0.0	48	2005-08-31
Utilities (4 agreements)	5,630	0.5	0.5	37.3	
B.C. Gas Utility Ltd., office and clerical employees, province-wide, B.C.	620	2.3	1.5	54	2006-09-30
British Columbia Hydro and Power Authority, office and clerical employees, province-wide, B.C.	3,000	0.0	0.0	36	2005-03-31
British Columbia Hydro and Power Authority, utility workers, province-wide, B.C.	1,380	0.0	0.0	36	2005-03-31
Inergi L.P., administrative and support employees, province-wide, Ont.	630	2.4	3.0	30	2004-09-30
Manufacturing (10 agreements)	16,055	3.1	2.9	40.2	
Bombardier Inc. (Canadair), plant and maintenance employees, St-Laurent, Que.	7,400	3.4	3.3	48	2005-11-30
Connors Bros. Limited, plant and maintenance employees, Charlotte County, N.B.	1,000	2.0	1.0	36	2004-12-31
DDM Plastics Inc., service and maintenance employees, Tillsonburg, Ont.	500	4.2*	4.4	36	2005-07-31
Fishery Products International Limited, plant and maintenance employees, Bonavista, Nfld. and Labrador	2,500	3.0	3.0	12	2002-12-31
Frigidaire Canada, production employees, L'Assomption, Que.	1,000	3.1	3.2	48	2006-03-17
Olymel Société en Commandite, production, Magog, Que.	540	3.6	4.3	60	2007-04-30
PPG Canada Inc. (Duplate Division), plant and maintenance employees, Oshawa, Ont.	840	2.4*	1.4	36	2005-03-31
Quebec Fashion Apparel Manufacturers' Guild, production employees, province-wide, Que.	1,100	3.0	3.4	48	2006-05-31
Royal Canadian Mint, production employees, Ottawa, Ont.	505	2.0	2.0	36	2004-12-31
Siemens Westinghouse Inc., plant and maintenance employees, Hamilton, Ont.	670	2.4*	1.2	36	2005-04-22
Wholesale and Retail Trade (6 agreements)	12,050	2.2	2.6	39.7	
Canada Safeway Limited, retail employees, province-wide, Man.	3,150	0.0	0.0	24	2003-11-09
Fenwick Automotive Products, production employees, Toronto, Ont.	800	3.6	3.5	36	2005-02-28
Liquor Control Board of Ontario, office and clerical employees, province-wide, Ont.	4,600	3.7	4.0	36	2005-03-31
Real Canadian Superstores, retail employees, province-wide, Sask.	1,750	1.6	3.5	83	2008-04-08
Saskatchewan Liquor and Gaming Authority, office and clerical employees, province-wide, Sask.	900	2.6	2.7	36	2004-03-31
Sav-A-Centre, Div. of The Great Atlantic & Pacific Co. of Canada, retail employees, Cobourg, Ont.	850	1.9	1.9	36	2004-10-10
Transportation (3 agreements)	10,800	2.7	2.5	36	
Air Canada Jazz, customer service, system-wide	1,200	1.6	0.0	36	2005-06-30
Canadian National Railway Co., locomotive engineers, system-wide	2,000	2.0	2.0	36	2003-12-31
Toronto Transit Commission, bus drivers, Toronto, Ont.	7,600	3.0	3.0	36	2005-04-01

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Information and Culture (3 agreements)	14,420	3.0	3.2	35.7	
Bell Canada, office and clerical employees, province-wide	12,140	3.2	3.5	36	2005-05-31
Canadian Broadcasting Corporation, broadcast and TV employees, province-wide	1,380	2.2	2.0	33	2004-03-28
Toronto Star Newspapers Limited, print media employees, Toronto, Ont.	900	1.6*	1.7	36	2004-12-31
Education, Health and Social Services (76 agreements)	268,010	2.8	3.2	16.2	
Bluewater District School Board, elementary teachers, Chesley, Ont.	780	2.7	2.7	12	2002-08-30
Bluewater District School Board, secondary teachers, Chesley, Ont.	550	2.2	2.2	12	2002-08-31
Board of Trustees of Edmonton School District No. 7, elementary and secondary teachers, Edmonton, Alta.	4,780	6.8	10.2	24	2003-08-31
Board of Trustees of the Calgary Board of Education, elementary and secondary teachers, Calgary, Alta.	5,940	6.8	10.2	24	2003-08-31
Board of Trustees of the Rocky View School Division No. 41, elementary and secondary teachers, Rocky View, Alta.	780	6.8	10.2	24	2003-08-31
Comité patronal de négociation des collèges, educational services, province-wide, Que.	900	2.0	2.0	12	2003-06-30
Comité patronal de négociation des collèges, post-secondary, non university teachers, province-wide, Que.	1,260	2.0	2.0	12	2003-06-30
Comité patronal de négociation des collèges, support employees, province-wide, Que.	3,070	2.0	2.0	12	2003-06-30
Comité patronal de négociation des collèges, support employees, province-wide, Que.	580	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, health and social care professionals, province-wide, Que.	950	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, health and social care professionals, province-wide, Que.	4,200	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, health and social care professionals, province-wide, Que.	11,690	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, health and social care professionals, province-wide, Que.	990	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, health service-non-professionals, province-wide, Que.	1,200	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, non-medical employees, province-wide, Que.	2,890	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, nurses, province-wide, Que.	620	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, nurses, province-wide, Que.	1,770	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, nurses, province-wide, Que.	1,060	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	1,070	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	4,560	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	930	2.0	2.0	12	2003-06-30

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	1,400	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	1,180	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	27,770	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	3,180	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	9,160	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	3,650	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	2,320	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	3,650	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	700	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	4,170	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	840	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	2,160	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	1,510	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	500	2.0	2.0	12	2003-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	770	2.0	2.0	12	2003-06-30
Conseil scolaire du district catholique de l'Est Ontarien, elementary teachers, L'Orignal, Ont.	630	2.2	2.5	36	2004-08-31
Elk Island Public Schools Regional Division No. 14, elementary and secondary teachers, Elk Island, Alta.	950	6.8	10.2	24	2003-08-31
Fort Garry School Division No. 5, elementary and secondary teachers, Fort Garry, Man.	520	3.0	3.0	24	2002-06-30
Government of New Brunswick, general trades province-wide, N.B.	2,400	2.5	4.0	48	2005-03-31
Government of Newfoundland and Labrador, office and clerical employees, province-wide, Nfld. and Labrador	870	5.0	5.0	36	2004-03-31
Government of Newfoundland and Labrador/Health Boards Association, nurses, province-wide, Nfld. and Labrador	5,000	7.8	13.4	36	2004-06-30
Government of Newfoundland and Labrador and College of North Atlantic, Instructors/Tutors/Lecturers, province-wide, Nfld. and Labrador	820	5.0	5.0	36	2004-08-31
Government of P.E.I. - Education Negotiating Agency, office and clerical employees, province-wide, P.E.I.	620	3.2	3.5	36	2005-06-30
Government of Quebec, post-secondary, non university teachers, province-wide, Que.	600	2.0	2.0	12	2003-06-30

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Grand Erie District School Board, elementary teachers, Brantford, Ont.	1,030	2.8	2.8	12	2002-08-31
Greater Essex County District School Board, elementary teachers, Windsor, Ont.	1,350	2.0	2.0	12	2002-08-31
Management Negotiating Committee for English-Language School Board, elementary and secondary teachers, province-wide, Que.	8,390	2.0	2.0	12	2003-06-30
Management Negotiating Committee for English-Language School Board, support employees, province-wide, Que.	1,000	2.0	2.0	12	2003-06-30
Management Negotiating Committee for English-Language School Board, support employees, province-wide, Que.	590	2.0	2.0	12	2003-06-30
Management Negotiating Committee for English-Language School Board, support employees, province-wide, Que.	1,180	2.0	2.0	12	2003-06-30
Management Negotiating Committee for English-Language School Board, support employees, province-wide, Que.	1,550	2.0	2.0	12	2003-06-30
Management Negotiating Committee for English-Language School Board, support employees, province-wide, Que.	810	2.0	2.0	12	2003-06-30
Management Negotiating Committee for French-Language School Boards, elementary and secondary teachers, province-wide, Que.	63,330	2.0	2.0	12	2003-06-30
Management Negotiating Committee for French-Language School Boards, scientific and other professionals, province-wide, Que.	3,690	2.0	2.0	12	2003-06-30
Management Negotiating Committee for French-Language School Boards, support employees, province-wide, Que.	1,520	2.0	2.0	12	2003-06-30
Management Negotiating Committee for French-Language School Boards, support employees, province-wide, Que.	10,030	2.0	2.0	12	2003-06-30
Management Negotiating Committee for French-Language School Boards, support employees, province-wide, Que.	6,420	2.0	2.0	12	2003-06-30
Management Negotiating Committee for French-Language School Boards, support employees, province-wide, Que.	4,110	2.0	2.0	12	2003-06-30
Management Negotiating Committee for French-Language School Boards, support employees, province-wide, Que.	1,320	2.0	2.0	12	2003-06-30
Nova Scotia Association of Health Organizations, health and social care professionals, province-wide, N.S.	2,800	2.5	2.0	36	2004-03-31
Ontario Hospital Association, health professional employees, province-wide, Ont.	1,600	2.8	2.5	36	2004-10-10
Ottawa-Carleton Catholic District School Board, office and clerical employees, Nepean, Ont.	550	5.7	9.5	24	2003-08-31
Ottawa-Carleton District School Board, teaching assistants, Nepean, Ont.	610	2.0	2.0	36	2004-08-31
Peel District School Board, office and clerical employees, Mississauga, Ont.	650	2.8	3.1	26	2002-08-31
Queen's University, professors, Kingston, Ont.	860	2.6	2.7	24	2004-04-30
Regional Health Authorities of Manitoba, nurses, province-wide, Man.	11,000	8.2	7.6	30	2004-09-30
St. James-Assiniboia School Division No. 2, elementary and secondary teachers, St. James-Assiniboia, Man.	650	3.0	3.0	24	2002-06-30
Saskatchewan Association of Health Organizations, nurses, province-wide, Sask.	7,780	5.6	11.0	36	2005-03-31
Southern Alberta Institute of Technology, Instructors/Tutors/Lecturers, Calgary, Alta.	720	4.5	5.0	24	2004-06-30
Toronto Catholic District School Board, educational services, Toronto, Ont.	840	2.5	3.0	24	2003-08-31
University of Ottawa, professors, Ottawa, Ont.	860	2.0*	2.0	36	2004-04-30

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Waterloo Region District School Board, elementary teachers, Kitchener, Ont.	2,050	2.4	2.4	12	2002-08-31
Windsor-Essex Catholic District School Board, secondary teachers, Windsor, Ont.	580	2.6	2.8	24	2004-08-31
Winnipeg School Division No. 1, elementary and secondary teachers, Winnipeg, Man.	2,900	3.0	3.0	36	2003-06-30
Winnipeg School Division No. 1, office and clerical employees, Winnipeg, Man.	1,300	2.5	2.5	48	2005-07-01
Entertainment and Hospitality (2 agreements)	4,010	1.9	1.2	46.5	
Hospitality Industrial Relations, hotel or restaurant employees, province-wide, B.C.	3,500	1.7	1.0	48	2006-05-31
KFC Canada (B.C. Division), food service employees, province-wide, B.C.	510	2.7	2.0	36	2004-06-30
Public Administration (15 agreements)	110,660	2.4	2.6	25	
Canadian Food Inspection Agency, scientific and other professionals, Canada-wide	700	2.8	3.2	36	2003-09-30
Canadian Food Inspection Agency, veterinarians, Canada-wide	530	5.4	7.2	36	2003-09-30
City of Calgary, inside employees, Calgary, Alta.	2,700	3.5	3.5	12	2002-12-29
City of Kamloops, inside employees, Kamloops, B.C.	550	2.0	2.0	48	2005-12-31
City of Ottawa, recreational employees, Ottawa, Ont.	2,400	1.7	0.0	36	2003-12-31
Emploi Québec, office and clerical employees, province-wide, Que.	970	2.0	2.0	12	2003-06-30
Government of Northwest Territories, office and technicians employees, territory-wide, N.W.T.	3,200	3.0	3.0	36	2005-03-31
Government of Nova Scotia (Master), administrative services employees, province-wide, N.S.	5,300	2.2	2.0	48	2004-03-31
Government of Ontario, correctional officers, province-wide, Ont.	5,500	2.8	3.5	36	2004-12-31
Government of Ontario, all categories, province-wide, Ont.	38,000	2.8	3.5	36	2004-12-31
Government of Quebec, engineers, province-wide, Que.	1,100	2.0	2.0	12	2003-06-30
Government of Quebec, hourly-rated employees, province-wide, Que.	3,100	2.0	2.0	12	2003-06-30
Government of Quebec, salaried employees, province-wide, Que.	33,750	2.0	2.0	12	2003-06-30
Government of Quebec, scientific and other professionals, province-wide, Que.	12,190	2.0	2.0	12	2003-06-30
Ottawa Public Library, librarians, Ottawa, Ont.	670	4.6	0.0	36	2003-12-31
Agreements with COLA (5 agreements)	3,770	2.4*	2.0	36	
Agreements without COLA (115 agreements)	438,505	2.7	3.0	21.5	
All Agreements (120 agreements)	442,275	2.7	3.0	21.6	

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Source: Workplace Information Directorate

*A list of settlements of small bargaining units (less than 500 employees) is available
on the Workplace Information Directorate Web site at:*

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>

The Collective Bargaining Bulletin, a monthly publication, contains a list of summaries of the major settlements shown on previous pages.

Copies of these settlement summaries, available in English and French, can be obtained by visiting NEGOTECH at <<http://206.191.16.138/gol/>>. These summaries are also available from the Workplace Information Directorate at 1-800-567-6866 or Client Services at (819) 997-3117 or via E-Mail: wid-imt@hrdc-drhc.gc.ca

Calendars of Collective Agreements Expiries and Reopeners

*Coming soon, the 2003 Calendar listings for
MAJOR and SMALL Bargaining Units*

*2002 Calendar of Major Bargaining Units is available on the
Workplace Information Directorate Web site at*

<http://labour.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

Table 1
Major Wage Settlements, by Public and Private Sectors,
by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)	(000's)	(%)		(Months)	(000's)	(%)		(Months)	(000's)	(%)	
Year												
1982	319	14.6	865.1	10.4	189	25.2	282.2	9.5	508	17.2	1,147.3	10.2
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	276	17.0	635.2	3.9	283	26.1	521.0	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	321	25.3	709.2	3.6	232	26.0	412.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	294	30.0	736.0	5.2	159	28.6	265.8	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	301	21.7	975.9	2.0	195	32.2	330.9	2.6	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	-0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	215	31.5	629.6	0.6	186	35.9	278.4	1.4	401	32.8	908.0	0.9
1996	212	31.7	564.3	0.5	166	34.7	246.1	1.7	378	32.6	810.4	0.9
1997	220	30.3	370.3	1.1	159	38.1	321.9	1.8	379	33.9	692.2	1.5
1998	221	31.1	646.3	1.6	182	34.5	274.2	1.9	403	32.1	920.5	1.7
1999	219	35.0	510.6	1.9	158	38.4	314.3	2.7	377	36.3	824.9	2.2
2000	302	33.6	917.5	2.5	103	42.1	163.3	2.4	405	34.9	1,080.8	2.5
2001	258	31.6	690.4	3.2	156	36.1	286.1	2.9	414	33.0	976.5	3.1
2002 *	142	24.1	573.1	2.8	36	39.4	72.9	2.3	178	25.9	646.0	2.7
* Year to Date												
Quarter												
1999 I	79	32.5	192.9	1.3	30	38.1	55.7	2.2	109	33.7	248.6	1.5
II	72	37.4	208.5	2.4	54	40.8	64.0	2.5	126	38.2	272.4	2.4
III	33	36.9	50.0	2.3	42	37.3	127.1	2.4	75	37.2	177.1	2.4
IV	35	33.3	59.3	2.1	32	38.3	67.5	3.9	67	36.0	126.7	3.1
2000 I	122	39.9	497.4	2.3	30	30.5	39.2	2.9	152	39.2	536.6	2.4
II	58	21.3	208.4	2.5	29	41.1	34.3	2.5	87	24.1	242.7	2.5
III	44	33.5	79.6	2.6	20	52.2	58.8	1.9	64	41.4	138.4	2.3
IV	78	29.3	132.0	3.0	24	38.6	31.0	2.3	102	31.1	163.1	2.9
2001 I	59	29.7	144.3	3.8	20	35.9	34.1	2.5	79	30.8	178.4	3.5
II	88	29.9	200.8	2.8	68	35.6	110.5	2.9	156	31.9	311.3	2.9
III	58	31.2	129.0	3.5	38	35.7	111.6	3.2	96	33.3	240.6	3.4
IV	53	34.9	216.3	3.1	30	40.0	29.9	2.4	83	35.5	246.2	3.0
2002 I	43	34.5	174.4	3.1	15	38.5	29.3	2.0	58	35.1	203.7	2.9
II	99	19.6	398.7	2.7	21	39.9	43.6	2.6	120	21.6	442.3	2.7
III	-	-	-	-	-	-	-	-	-	-	-	-
IV	-	-	-	-	-	-	-	-	-	-	-	-

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 2
Effective Wage Adjustment in Base Rates, by Region/Jurisdiction,
by Year and Quarter

	1999	2000	2001	2001		2002	
				3	4	1	2
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Sectors							
CANADA	2.2	2.5	3.1	3.4	3.0	2.9	2.7
<i>Atlantic</i>	2.0	2.6	3.9	4.2	3.6	5.7	3.9
Newfoundland and Labrador	1.6	3.3	5.0	5.0	5.1	7.5	6.0
Prince Edward Island	2.7	2.2	3.1	3.1	3.3	-	3.2
Nova Scotia	2.1	2.2	3.7	4.5	3.7	2.5	2.3
New Brunswick	2.4	2.8	3.4	3.3	3.6	3.1	2.3
Quebec	1.6	2.4	2.8	2.8	3.4	2.3	2.1
Ontario	2.2	2.6	2.9	2.9	2.6	2.7	2.8
<i>Prairies</i>	3.0	3.8	4.2	4.1	3.6	3.8	5.5
Manitoba	2.5	2.6	2.4	2.4	3.0	2.8	5.4
Saskatchewan	2.0	3.5	2.9	2.8	3.0	3.6	4.7
Alberta	4.0	4.5	5.1	5.1	4.4	6.8	6.1
British Columbia	0.8	1.6	2.7	4.0	2.3	2.5	1.0
Territories	1.9	2.9	3.1	-	-	-	3.0
Multiprovince	2.8	2.4	3.1	3.1	4.0	-	-
Federal	2.8	2.2	3.0	3.6	2.8	2.8	2.9
Public Sector							
CANADA	1.9	2.5	3.2	3.5	3.1	3.1	2.7
<i>Atlantic</i>	1.8	2.9	4.0	4.2	3.7	5.7	4.2
Newfoundland and Labrador	1.3	5.3	5.0	5.0	5.1	7.5	7.1
Prince Edward Island	2.9	2.2	3.1	3.1	3.3	-	3.2
Nova Scotia	2.3	2.2	3.8	4.5	-	2.5	2.3
New Brunswick	3.1	3.5	3.5	3.3	3.7	3.1	2.5
Quebec	1.7	2.3	2.7	2.0	5.0	2.1	2.0
Ontario	1.5	2.7	3.1	2.9	2.7	2.9	2.8
<i>Prairies</i>	2.9	3.8	4.1	3.0	3.7	4.2	6.1
Manitoba	2.4	2.5	2.4	2.2	3.0	3.1	6.4
Saskatchewan	2.2	3.6	2.9	2.8	3.0	4.2	5.3
Alberta	3.8	4.5	4.9	3.6	4.4	6.8	6.1
British Columbia	0.7	1.3	2.7	4.1	2.5	2.5	0.2
Territories	1.9	2.9	3.1	-	-	-	3.0
Multiprovince	-	-	-	-	-	-	-
Federal	2.8	2.2	3.1	4.0	2.8	2.9	2.9
Private Sector							
CANADA	2.7	2.4	2.9	3.2	2.4	2.0	2.6
<i>Atlantic</i>	2.2	1.7	3.3	-	3.5	-	2.7
Newfoundland and Labrador	2.3	2.0	-	-	-	-	3.0
Prince Edward Island	2.3	-	-	-	-	-	-
Nova Scotia	1.9	1.7	3.3	-	3.7	-	-
New Brunswick	2.3	1.4	3.0	-	3.0	-	2.0
Quebec	1.6	3.2	2.8	2.9	2.2	2.4	3.3
Ontario	3.6	2.3	2.7	2.9	2.1	1.9	2.4
<i>Prairies</i>	3.8	3.9	4.8	6.0	2.5	1.5	0.6
Manitoba	3.1	3.3	2.5	2.7	-	1.3	0.0
Saskatchewan	0.8	2.0	2.9	-	2.9	1.6	1.6
Alberta	5.0	5.0	5.5	6.3	1.6	-	-
British Columbia	1.3	2.0	1.7	2.3	1.5	-	1.9
Territories	-	-	-	-	-	-	-
Multiprovince	2.8	2.4	3.1	3.1	4.0	-	-
Federal	2.8	2.2	2.6	2.8	2.3	2.1	2.9

Table 3
Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter

	1999		2000		2001	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors						
CANADA	377	824.9	405	1,080.8	414	976.5
<i>Atlantic</i>	22	20.0	19	28.5	33	62.9
Newfoundland and Labrador	8	9.7	4	5.0	7	16.1
Prince Edward Island	3	2.2	2	1.3	5	6.7
Nova Scotia	6	3.9	4	11.7	15	19.4
New Brunswick	5	4.3	9	10.4	6	20.6
Quebec	38	113.1	96	345.9	39	108.4
Ontario	176	320.1	149	286.4	177	305.0
<i>Prairies</i>	68	141.4	62	109.3	76	147.8
Manitoba	18	38.7	20	29.7	16	12.8
Saskatchewan	14	41.1	4	14.3	14	41.9
Alberta	36	61.6	38	65.2	46	93.1
British Columbia	25	71.9	38	67.7	33	165.6
Territories	2	4.6	3	5.6	2	2.0
Multiprovince	3	2.2	3	2.8	8	13.9
Federal	43	151.6	35	234.7	46	171.0
Public Sector						
CANADA	219	510.6	302	917.5	258	690.4
<i>Atlantic</i>	10	10.7	10	20.6	25	55.5
Newfoundland and Labrador	4	6.6	3	2.0	7	16.1
Prince Edward Island	2	1.5	2	1.3	5	6.7
Nova Scotia	3	2.1	2	10.6	8	13.3
New Brunswick	1	0.6	3	6.7	5	19.4
Quebec	12	25.8	76	322.0	18	25.8
Ontario	117	216.0	104	212.1	108	187.0
<i>Prairies</i>	48	119.3	58	106.0	55	118.1
Manitoba	13	34.2	19	28.6	9	7.2
Saskatchewan	10	36.7	3	13.8	12	40.6
Alberta	25	48.5	36	63.7	34	70.3
British Columbia	13	57.6	29	41.6	24	157.6
Territories	2	4.6	3	5.6	2	2.0
Multiprovince	-	-	-	-	-	-
Federal	17	76.5	22	209.5	26	144.4
Private Sector						
CANADA	158	314.3	103	163.3	156	286.1
<i>Atlantic</i>	12	9.3	9	7.8	8	7.3
Newfoundland and Labrador	4	3.1	1	3.0	-	-
Prince Edward Island	1	0.7	-	-	-	-
Nova Scotia	3	1.8	2	1.1	7	6.1
New Brunswick	4	3.7	6	3.7	1	1.2
Quebec	26	87.3	20	23.8	21	82.6
Ontario	59	104.1	45	74.3	69	118.0
<i>Prairies</i>	20	22.1	4	3.2	21	29.7
Manitoba	5	4.6	1	1.1	7	5.7
Saskatchewan	4	4.4	1	0.6	2	1.2
Alberta	11	13.1	2	1.5	12	22.8
British Columbia	12	14.3	9	26.0	9	7.9
Territories	-	-	-	-	-	-
Multiprovince	3	2.2	3	2.8	8	13.9
Federal	26	75.1	13	25.2	20	26.6

Table 3 (continued)

**Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter**

	2001				2002			
	3		4		1		2	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	96	240.6	83	246.2	58	203.7	120	442.3
<i>Atlantic</i>	10	20.7	9	15.9	4	13.0	9	21.3
Newfoundland and Labrador	2	4.9	1	0.7	1	8.0	4	9.2
Prince Edward Island	3	3.9	1	2.3	-	-	1	0.6
Nova Scotia	4	9.4	4	3.5	2	1.7	2	8.1
New Brunswick	1	2.5	3	9.4	1	3.3	2	3.4
Quebec	13	78.4	8	8.4	8	10.8	54	266.4
Ontario	38	46.0	22	52.6	20	77.2	28	77.5
<i>Prairies</i>	17	36.2	22	50.3	14	13.5	15	45.8
Manitoba	4	2.3	2	1.8	7	6.9	6	19.5
Saskatchewan	5	13.9	5	24.3	3	4.1	3	10.4
Alberta	8	20.0	15	24.3	4	2.5	6	15.9
British Columbia	9	46.3	5	10.4	4	47.6	6	9.6
Territories	-	-	-	-	-	-	1	3.2
Multiprovince	2	5.1	1	0.9	-	-	-	-
Federal	7	7.9	16	107.6	8	41.5	7	18.5
Public Sector								
CANADA	58	129.0	53	216.3	43	174.4	99	398.7
<i>Atlantic</i>	10	20.7	4	11.2	4	13.0	7	17.8
Newfoundland and Labrador	2	4.9	1	0.7	1	8.0	3	6.7
Prince Edward Island	3	3.9	1	2.3	-	-	1	0.6
Nova Scotia	4	9.4	-	-	2	1.7	2	8.1
New Brunswick	1	2.5	2	8.2	1	3.3	1	2.4
Quebec	6	11.1	3	3.6	4	4.2	50	256.4
Ontario	21	23.8	14	43.7	14	61.2	21	72.3
<i>Prairies</i>	11	23.8	19	48.5	12	11.5	13	40.9
Manitoba	2	1.2	2	1.8	6	5.8	5	16.4
Saskatchewan	5	13.9	3	23.1	2	3.2	2	8.7
Alberta	4	8.7	14	23.7	4	2.5	6	15.9
British Columbia	6	44.1	2	7.4	4	47.6	3	4.9
Territories	-	-	-	-	-	-	1	3.2
Multiprovince	-	-	-	-	-	-	-	-
Federal	4	5.4	11	101.9	5	37.0	4	3.1
Private Sector								
CANADA	38	111.6	30	29.9	15	29.3	21	43.6
<i>Atlantic</i>	-	-	5	4.7	-	-	2	3.5
Newfoundland and Labrador	-	-	-	-	-	-	1	2.5
Prince Edward Island	-	-	-	-	-	-	-	-
Nova Scotia	-	-	4	3.5	-	-	-	-
New Brunswick	-	-	1	1.2	-	-	1	1.0
Quebec	7	67.3	5	4.9	4	6.7	4	10.0
Ontario	17	22.2	8	8.9	6	16.0	7	5.2
<i>Prairies</i>	6	12.4	3	1.8	2	2.1	2	4.9
Manitoba	2	1.1	-	-	1	1.1	1	3.2
Saskatchewan	-	-	2	1.2	1	1.0	1	1.8
Alberta	4	11.3	1	0.6	-	-	-	-
British Columbia	3	2.1	3	3.0	-	-	3	4.6
Territories	-	-	-	-	-	-	-	-
Multiprovince	2	5.1	1	0.9	-	-	-	-
Federal	3	2.5	5	5.7	3	4.6	3	15.3

Table 4

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by year and Quarter

Non-COLA Agreements					COLA Agreements				All Agreements			
Agmts.	Dur.	Empls.	Avg. Adj.		Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
(Months)		(000's)	(%)		(Months)		(000's)	(%)	(Months)		(000's)	(%)
Primary Industries												
1999	4	47.8	2.9	1.8	4	45.2	3.8	2.6	8	46.3	6.7	2.3
2000	1	40.0	0.5	2.0	3	36.0	4.9	1.8	4	36.4	5.5	1.8
2001	4	40.9	3.3	3.1	2	45.5	3.1	1.9	6	43.1	6.4	2.5
2001 III	1	60.0	0.7	2.4	-	-	-	-	1	60.0	0.7	2.4
IV	2	36.0	1.2	2.3	-	-	-	-	2	36.0	1.2	2.3
2002 I	-	-	-	-	-	-	-	-	-	-	-	-
II	1	48.0	0.6	1.5	-	-	-	-	1	48.0	0.6	1.5
Utilities												
1999	14	50.8	30.1	1.8	2	24.0	1.6	2.4	16	49.5	31.7	1.8
2000	14	24.5	25.1	3.5	-	-	-	-	14	24.5	25.1	3.5
2001	10	26.4	12.5	2.6	4	47.0	9.8	2.3	14	35.5	22.3	2.5
2001 III	2	29.9	1.3	2.4	-	-	-	-	2	29.9	1.3	2.4
IV	3	28.3	2.7	2.7	2	51.0	8.3	2.3	5	45.5	11.0	2.4
2002 I	3	19.1	6.1	3.3	-	-	-	-	3	19.1	6.1	3.3
II	4	37.3	5.6	0.5	-	-	-	-	4	37.3	5.6	0.5
Construction												
1999	21	36.1	97.8	2.0	-	-	-	-	21	36.1	97.8	2.0
2000	7	25.2	8.9	3.6	1	48.0	0.5	2.7	8	26.4	9.4	3.6
2001	58	34.6	186.7	3.2	3	60.0	2.5	3.5	61	35.0	189.2	3.2
2001 III	21	34.5	98.4	3.3	-	-	-	-	21	34.5	98.4	3.3
IV	3	31.0	2.9	3.3	3	60.0	2.5	3.5	6	44.4	5.4	3.4
2002 I	-	-	-	-	-	-	-	-	-	-	-	-
II	-	-	-	-	-	-	-	-	-	-	-	-
Manufacturing												
1999	43	52.8	30.8	1.8	31	35.5	72.8	4.4	74	40.6	103.6	3.6
2000	36	33.5	47.4	2.2	17	35.8	21.7	3.3	53	34.2	69.0	2.6
2001	20	45.0	16.5	2.3	27	36.2	26.3	2.5	47	39.6	42.8	2.4
2001 III	3	50.2	2.0	2.0	4	38.4	4.0	3.0	7	42.3	6.0	2.6
IV	5	59.9	3.3	2.6	7	36.1	9.6	1.9	12	42.1	12.9	2.1
2002 I	6	36.6	9.5	2.7	-	-	-	-	6	36.6	9.5	2.7
II	7	40.8	14.0	3.1	3	36.0	2.0	2.9	10	40.2	16.1	3.1
Wholesale and Retail Trade												
1999	9	31.0	10.7	1.6	1	36.0	5.2	0.6	10	32.7	15.9	1.3
2000	12	53.8	33.0	1.9	2	71.4	10.6	1.0	14	58.1	43.6	1.7
2001	6	48.5	4.8	1.6	-	-	-	-	6	48.5	4.8	1.6
2001 III	2	90.7	1.3	1.7	-	-	-	-	2	90.7	1.3	1.7
IV	1	36.0	1.0	1.3	-	-	-	-	1	36.0	1.0	1.3
2002 I	3	40.9	9.0	1.6	1	36.0	5.2	1.4	4	39.1	14.2	1.6
II	6	39.7	12.1	2.2	-	-	-	-	6	39.7	12.1	2.2
Transportation												
1999	19	37.9	47.2	2.9	4	43.0	12.8	2.3	23	39.0	60.0	2.8
2000	14	39.0	41.1	2.7	5	34.3	53.6	2.1	19	36.3	94.7	2.4
2001	23	34.0	31.4	2.8	3	46.8	4.9	3.3	26	35.8	36.3	2.8
2001 III	6	37.6	7.3	3.0	-	-	-	-	6	37.6	7.3	3.0
IV	4	33.2	3.7	2.0	-	-	-	-	4	33.2	3.7	2.0
2002 I	3	38.8	4.5	2.0	2	37.7	3.5	2.9	5	38.3	8.0	2.4
II	3	36.0	10.8	2.7	-	-	-	-	3	36.0	10.8	2.7

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 4 (continued)

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)	(Months)	(000's)	(%)	(Months)	(Months)	(000's)	(%)	(Months)	(Months)	(000's)	(%)
Information and Culture												
1999	14	32.5	34.8	2.5	4	56.7	11.2	2.4	18	38.4	46.0	2.5
2000	8	39.4	10.3	2.9	-	-	-	-	8	39.4	10.3	2.9
2001	6	34.5	8.9	3.2	1	60.0	1.1	2.8	7	37.4	10.1	3.2
2001 III	-	-	-	-	1	60.0	1.1	2.8	1	60.0	1.1	2.8
IV	3	32.1	4.3	2.9	-	-	-	-	3	32.1	4.3	2.9
2002 I	1	36.0	1.0	3.0	-	-	-	-	1	36.0	1.0	3.0
II	2	35.7	13.5	3.1	1	36.0	0.9	1.6	3	35.7	14.4	3.0
Finance, Real Estate and Management Services												
1999	4	34.5	2.9	2.8	-	-	-	-	4	34.5	2.9	2.8
2000	7	35.4	12.0	1.7	1	36.0	1.1	2.8	8	35.4	13.1	1.8
2001	12	37.1	14.6	2.4	-	-	-	-	12	37.1	14.6	2.4
2001 III	3	33.8	2.8	3.1	-	-	-	-	3	33.8	2.8	3.1
IV	1	36.0	1.4	1.4	-	-	-	-	1	36.0	1.4	1.4
2002 I	1	60.0	0.5	2.0	-	-	-	-	1	60.0	0.5	2.0
II	-	-	-	-	-	-	-	-	-	-	-	-
Education, Health and Social Services												
1999	140	36.4	301.9	1.8	-	-	-	-	140	36.4	301.9	1.8
2000	200	38.2	503.1	2.6	1	36.0	0.9	4.7	201	38.2	504.0	2.6
2001	164	28.0	301.8	3.5	5	36.8	101.3	2.8	169	30.2	403.1	3.4
2001 III	31	28.2	44.8	3.3	2	36.0	36.8	4.4	33	31.7	81.6	3.8
IV	29	34.6	83.5	3.1	-	-	-	-	29	34.6	83.5	3.1
2002 I	28	34.5	116.9	3.1	-	-	-	-	28	34.5	116.9	3.1
II	75	16.2	267.2	2.8	1	36.0	0.9	2.0	76	16.2	268.0	2.8
Entertainment and Hospitality												
1999	14	33.6	13.3	2.6	-	-	-	-	14	33.6	13.3	2.6
2000	6	46.2	7.7	3.0	-	-	-	-	6	46.2	7.7	3.0
2001	4	36.0	6.4	4.0	-	-	-	-	4	36.0	6.4	4.0
2001 III	1	36.0	0.8	2.7	-	-	-	-	1	36.0	0.8	2.7
IV	-	-	-	-	-	-	-	-	-	-	-	-
2002 I	-	-	-	-	1	36.0	0.6	2.1	1	36.0	0.6	2.1
II	2	46.5	4.0	1.9	-	-	-	-	2	46.5	4.0	1.9
Public Administration												
1999	47	28.5	143.2	2.2	2	36.0	1.8	2.1	49	28.6	145.0	2.2
2000	69	25.9	293.2	2.3	1	36.0	5.3	2.4	70	26.1	298.5	2.3
2001	56	32.5	204.0	3.1	6	36.0	36.5	2.7	62	33.1	240.6	3.0
2001 III	18	28.4	38.7	3.0	1	36.0	0.7	2.4	19	28.5	39.4	3.0
IV	19	34.2	120.8	3.1	1	48.0	0.9	2.1	20	34.3	121.7	3.1
2002 I	7	36.2	44.8	2.8	2	36.0	2.2	2.6	9	36.2	47.0	2.8
II	15	25.0	110.7	2.4	-	-	-	-	15	25.0	110.7	2.4

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 5

**Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered,
by year and Quarter**

	1999	2000	2001	2001		2002	
				3	4	1	2
All Industries							
Wage Adjustment (%)	2.2	2.5	3.1	3.4	3.0	2.9	2.7
Number of Agreements	377	405	414	96	83	58	120
Number of Employees (000's)	824.9	1,080.8	976.5	240.6	246.2	203.7	442.3
Private Sector							
Wage Adjustment (%)	2.7	2.4	2.9	3.2	2.4	2.0	2.6
Number of Agreements	158	103	156	38	30	15	21
Number of Employees (000's)	314.3	163.3	286.1	111.6	29.9	29.3	43.6
Public Sector							
Wage Adjustment (%)	1.9	2.5	3.2	3.5	3.1	3.1	2.7
Number of Agreements	219	302	258	58	53	43	99
Number of Employees (000's)	510.6	917.5	690.4	129.0	216.3	174.4	398.7
Federal Administration							
Wage Adjustment (%)	2.9	2.1	3.0	4.4	2.8	2.9	4.0
Number of Agreements	10	18	17	1	9	3	2
Number of Employees (000's)	53.2	154.8	131.5	2.8	99.6	33.5	1.2
Federal Crown Corporations							
Wage Adjustment (%)	2.4	2.2	3.7	4.0	3.0	2.9	2.1
Number of Agreements	6	3	7	2	2	2	2
Number of Employees (000's)	19.8	46.6	9.2	1.4	2.3	3.5	1.9
Provincial Administration							
Wage Adjustment (%)	1.6	2.5	3.2	3.4	4.3	2.6	2.4
Number of Agreements	21	37	26	5	8	3	13
Number of Employees (000's)	73.9	114.4	86.2	17.2	17.2	9.9	113.0
Local Administration							
Wage Adjustment (%)	2.3	2.5	2.6	2.5	3.0	3.0	2.9
Number of Agreements	34	33	28	15	3	4	5
Number of Employees (000's)	44.2	69.2	38.3	24.1	3.1	4.5	13.9
Education, Health and Welfare							
Wage Adjustment (%)	1.8	2.6	3.4	3.8	3.2	3.1	2.8
Number of Agreements	138	199	167	33	28	28	76
Number of Employees (000's)	296.2	501.4	400.5	81.6	84.8	116.9	268.0
Public Utilities							
Wage Adjustment (%)	2.1	3.6	2.7	2.9	2.3	3.3	2.4
Number of Agreements	10	12	13	2	3	3	1
Number of Employees (000's)	23.3	31.0	24.7	1.8	9.3	6.1	0.6

Table 6

Selected Economic Indicators,
by Year and Quarter

	1999	2000	2001	2001- 2002			
				3	4	1	2
Wage Settlements (%)	2.2	2.5	3.1	3.4	3.0	2.9	2.7
Public Sector (%)	1.9	2.5	3.2	3.5	3.1	3.1	2.7
Private Sector (%)	2.7	2.4	2.9	3.2	2.4	2.0	2.6
Agreements in Force	2.0	2.3	2.8	2.8	2.9	2.9	2.8
Public Sector (%)	1.8	2.2	2.9	3.0	3.0	3.0	2.9
Private Sector (%)	2.2	2.4	2.6	2.6	2.8	2.6	2.8
Consumer Price Index Per Cent Change ¹	1.7	2.7	2.6	2.7	1.1	1.5	1.3
GDP ² at Basic Prices ³ Per Cent Change ¹	4.8	4.5	1.1	0.0	0.4	1.7	3.2
Labour Productivity Growth (%)	2.2	1.9	0.4	-0.4	0.4	1.2	1.5
Unit Labour Cost (%)	0.8	3.7	2.8	2.7	2.2	0.9	0.8
Unemployment Rate ³	7.6	6.8	7.2	7.2	7.7	7.8	7.6
Employment (000's) ³	14,531	14,910	15,077	15,074	15,094	15,199	15,339
Per Cent Change ¹	2.8	2.6	1.1	1.0	0.4	1.1	1.8
Average Weekly Earnings ³ Per Cent Change ¹	\$ 638.67 1.0	\$ 653.50 2.3	\$ 665.09 1.8	\$ 667.56 1.7	\$ 670.44 1.9	\$ 672.98 1.8	\$ 675.85 2.2
Average Hourly Earnings Per Cent Change ¹	\$ 16.07 1.6	\$ 16.50 2.8	\$ 16.79 1.6	\$ 16.96 3.1	\$ 17.05 3.6	\$ 17.10 3.0	\$ 17.16 2.8

¹ Per cent change from the same period of the previous year² GDP - Gross domestic product at basic prices (1997)³ Seasonally adjusted data

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated **cost-of-living allowance (COLA)** payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract dura-

tion. In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an **inflation projection of 2.0 per cent** has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion*.

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly

financed out of general taxation or other public funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the federal government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and territorial governments

- (a) provincial and territorial government administration;
- (b) health, education and social services agencies or institutions:
 - (i) public hospitals,
 - (ii) provincial residential care facilities,
 - (iii) universities,
 - (iv) colleges, vocational and trade institutions,
 - (v) social services business enterprise,
 - (vi) provincial elementary and secondary schools.

(3) Local Government Administration

- (a) local government organizations such as: municipalities, boards, commissions;
- (b) school boards;
- (c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

- (a) a government holds more than 50 per cent of its voting equity, directly;
- (b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

- (a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
 - (i) the holding is the largest block of voting equity; and
 - (ii) the holding exceeds 33.3 per cent of the voting equity; and
 - (iii) the block is larger than the combined percentage of the next two largest blocks;
- (b) the commercial enterprise declares that it is effectively controlled by a government;
- (c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

SELECTED PROVISIONS IN CURRENT COLLECTIVE AGREEMENTS

Workplace Information Directorate
Labour Program, Human Resources Development Canada

Long-Term Collective Agreements

Collective Agreement Settlements

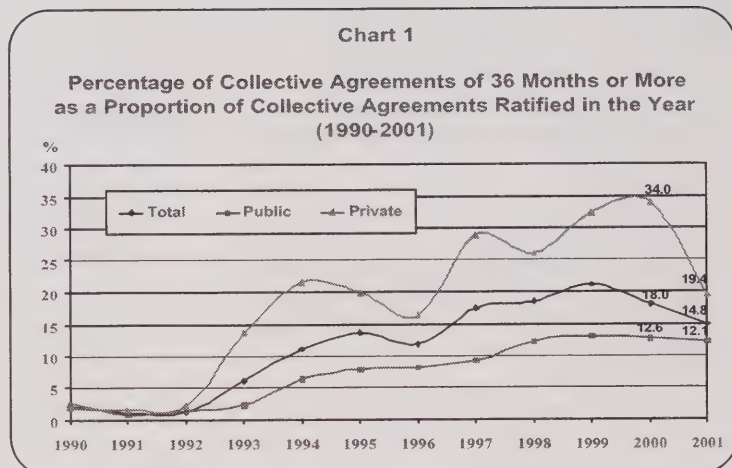
The following analysis provides an overview of trends in regards to long-term collective agreements; those with a duration of greater than 36 months. Although a growing incidence of longer-term contracts emerged in the early 1990s, this tendency really began to build momentum in 1993 in eastern Canada's pulp and paper industry. Over the past two years however, the proportion has somewhat declined (see Chart 1).

Is this trend more prevalent in certain provinces in specific sectors or in smaller bargaining units? In an attempt to provide an answer to these questions, we have examined the trends in longer-term collective agreements in both 2000 and 2001.

Public and Private Sectors

In the **public sector**, a similar proportion of longer-term collective agreements was ratified in 2000 and 2001. Of a total of 257 collective agreements settled in 2000, 31 agreements (12.1 per cent) had a duration of more than 36 months while the comparable figure for 2000 was 38 out of 302 agreements (12.6 per cent).

In the **private sector**, 30 out of a total of 155 collective agreements settled in 2001 (19.4 per cent) had a longer duration, compared with 35 out of 103 agreements (34 per cent) in 2000. Although the proportion of longer-term collective agreements in the private sector dropped significantly in 2001, to slightly more than half that of the preceding year's, a higher incidence of long-term agreements has nonetheless been maintained in the private sector since the emergence of this trend.



Source: Workplace Information Directorate

As in the case of the declining incidence of longer-term agreements, a decrease in the average duration of collective agreements has also occurred in the last year. In 2001, the average contract duration in the public sector stood at 31.6 months, compared with an average of 36.2 months in the private sector (see Chart 2).

The gap between the public and private sectors was greater in 2000 than in 2001; nearly 10 months, or more specifically, an average duration of 42.1 months in the private sector and 33.6 months in the public sector.

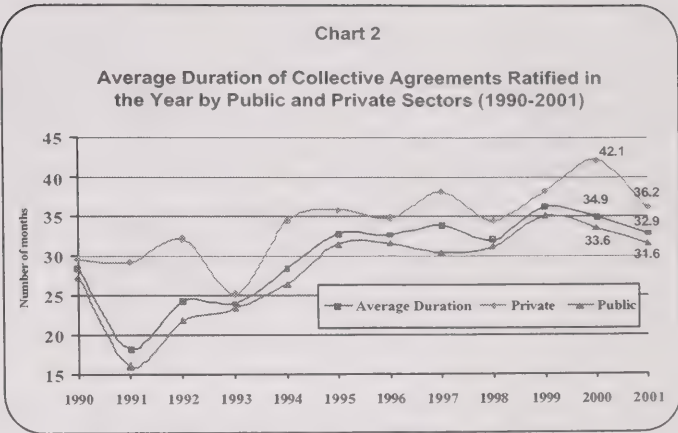
In the public sector, the decline in the average duration of collective agreements in both 2000 and 2001 could be explained by the large number of contracts settled in the education sector in Ontario and the context in which these contracts were negotiated. In the private sector, the increased average duration for 2000 is due in part to a large number of contracts in the retail food industry with significantly longer durations (14 agreements with an average duration of 58.5 months).

With the exception of 1997, Chart 2 demonstrates the public sector's influence on the overall average duration of collective agreements. In 1992, 1994, and 2000, although the average contract term in the private sector steadily increased, the overall average duration remained consistent with that of the public sector. Also, over these three years, more than two thirds of all contracts ratified were in the public sector (68.1 per cent on average).

Bargaining Unit Size

This section of the analysis is based on a stratified sample methodology by bargaining unit size for which data collection began in January 2000 and which is presented as follows: small bargaining units (100 to 499 workers), medium-sized (500 to 1,999 workers) and large bargaining units (2,000 workers or more).

Small bargaining units have the highest proportion of collective agreements with a duration of more than 36 months. For smaller bargaining units, ensuring labour peace over a longer period, may help to mitigate a greater sensitivity to economic conditions and a heightened level of competitiveness.

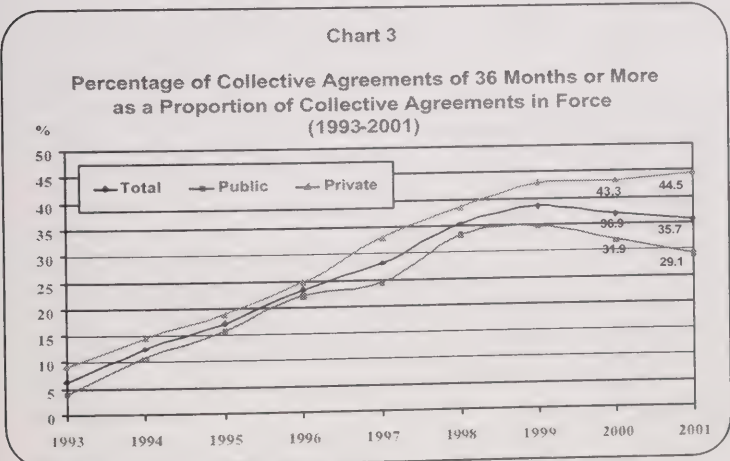


Source: Workplace Information Directorate

In 2001, out of a total of 157 collective agreements involving small bargaining units, 37 (23.6 per cent) had an average duration of more than 36 months compared to 17.4 per cent of medium-sized bargaining units and only 7.0 per cent of large bargaining units. In 2000, 53 out of 168 collective agreements for small bargaining units (31.5 per cent) were long-term. In comparison, for medium-sized bargaining units, 53 out of 291 collective agreements (18.2 per cent) had a duration of over 36 months, while for large bargaining units, the proportion was 20 out of 114 (17.5 per cent).

Collective Agreement in Force

While there has been a significant decline in the number of long-term agreements ratified in 2001, particularly in the private sector, data for collective agreements in force however indicate that the **proportion** of those with a duration of more than 36 months seems to have stabilized at 35.7 per cent in 2001 and 36.9 in 2000 (see Chart 3). The same scenario holds true in regards to the average duration of collective agreements in force which is virtually unchanged from 38.8 months in 2000 to 38.9 months in 2001.



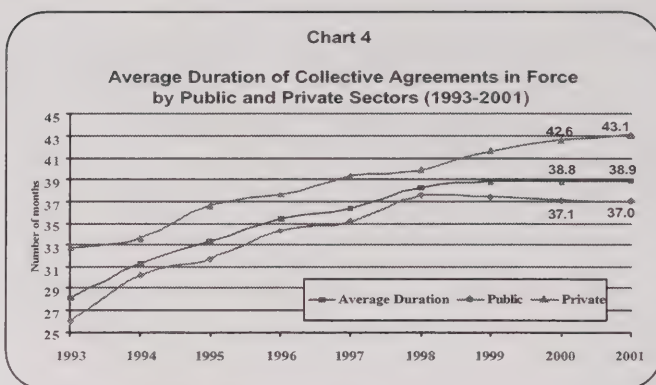
Source: Workplace Information Directorate

Since 1993, when monitoring trends in long-term collective agreements began, there has consistently been a higher incidence of these in the private sector than in the public sector. While this trend was maintained in both 2000 and 2001, the gap has nonetheless grown wider as the proportion of long-term agreements continued to increase in the private sector whereas a decrease began to appear in the public sector in 2000. The number of long-term agreements in force in the public sector now represents only 29.1 per cent of total agreements in force in that sector, while the proportion in the private sector has grown to 44.5 per cent. Similarly, a divergence in the **average duration** of collective agreements in force has also become more evident with an average contract term of 37 months in the public sector and of 43.1 months in the private sector (see Chart 4).

Jurisdiction

While **Newfoundland and Labrador** reported an average contract term of 48.3 months in 2001, the trend towards longer-term agreements has steadily increased and is now most evident in the province of **Quebec**, which features the highest incidence on a jurisdictional basis, in terms of the number of long-term agreements (143) and their proportion of collective agreements in force (74.1 per cent) and an average duration of 46.8 months.

Long-term agreements are the least prevalent in collective agreements in force in **Ontario** (18.6 per cent) and **Alberta** (14.1 per cent). The pattern of shorter term contracts in Ontario most likely stems from the ratification of a large number of 12-month agreements in the **education** sector for which budgets were attributed on an annual basis in 2000 and 2001. Agreements in force in Alberta also feature the shortest average duration (26.8 months) while the average contract term in Ontario (35.7 months) remains slightly lower than the national average of 38.9 months. The trend towards short-term agreements which is prevalent in all industry sectors, is in all probability due to that province's continued economic growth.



Source: Workplace Information Directorate

Industry

The largest proportions of long-term agreements were in the **wholesale and retail trade** sector, in **primary industries** and in **manufacturing**, whereas no significant developments in this regard have yet occurred in the **public administration** sector.

In 2001, as in 2000, the majority of long-term contracts (69.4 per cent) was found in the **wholesale and retail trade** sector which also featured collective agreements in force with the longest average duration in 2001 (55.7 months).

Primary industries followed with 10 long-term collective agreements in force out of a total of 20 (50 per cent) and an average duration of 43.5 months as well as the **manufacturing** sector with 97 long-term agreements out of a total of 197 (49.2 per cent) and an average duration of 43.8 months. In the manufacturing sector, as indicated in an earlier study,¹ the pulp and paper industry particularly stands out in this regard.

The smallest proportion of long-term agreements is found in the **public administration** sector (19.2 per cent) which also features collective agreements in force with the shortest average duration at 36.2 months.

¹ Human Resources Development Canada, Workplace Information Directorate, *Workplace Gazette*, Vol. 2, No. 3 (1999).

WORK STOPPAGES—2002 AND CHRONOLOGICAL PERSPECTIVE

Workplace Information Directorate
Labour Program, Human Resources Development Canada

Major Work Stoppages (500 or More Workers)

Summary

There were nine work stoppages involving 500 and more workers during the second quarter 2002 in Canada. Three major work stoppages accounted for 90 per cent of the person-days not worked. The strike involving the Government of Ontario and the Ontario Public Service Employees Union represented 720,000 person-days not worked, which accounted for approxi-

mately 67 per cent of the person-days not worked during the second quarter. Two work stoppages in Quebec accounted for approximately 23 per cent of the person-days not worked. Work stoppage of 2,200 administrative and technical employees of Vidéotron Ltd. represented 129,200 person-days not worked while the work stoppage of the 7,500 machinists from Bombardier Inc. generated 120,000 person-days not worked.

Table 1

Major Work Stoppages by Jurisdiction
Second Quarter 2002

Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	-	-	-
Prince Edward Island	-	-	-
Nova Scotia	-	-	-
New Brunswick	-	-	-
Quebec	2	8,000	123,500
Ontario	4	39,457	766,400
Manitoba	-	-	-
Saskatchewan	1	2,000	14,290
Alberta	-	-	-
British Columbia	-	-	-
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	7	49,457	904,190
Canada Labour Code-Part I	2	3,400	173,770
Federal Administration	-	-	-
Federal Total	2	3,400	173,770
Total	9	52,857	1,077,960

Source: Workplace Information Directorate

Table 2

Major Work Stoppages by Industry
Second Quarter 2002

Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	1	500	3,500
Utilities	-	-	-
Construction	-	-	-
Manufacturing	3	9,000	146,000
Wholesale and Retail Trade	1	2,000	14,290
Transportation	-	-	-
Information and Culture	2	3,400	173,770
Finance, Real Estate and Management Services	-	-	-
Education, Health and Social Services	-	-	-
Entertainment and Hospitality	-	-	-
Public Administration	2	37,957	740,400
Various Industries	-	-	-
Total	9	52,857	1,077,960

Source: Workplace Information Directorate

All Work Stoppages—First Quarter 2002 (One or More Workers)

Table 3

All Work Stoppages by Jurisdiction First Quarter 2002

Cumulative to March 31, 2002

Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	1	13	20
Prince Edward Island	-	-	-
Nova Scotia	2	814	14,280
New Brunswick	2	55	3,320
Quebec	23	5,241	62,960
Ontario	35	34,862	460,140
Manitoba	1	67	740
Saskatchewan	3	2,082	10,110
Alberta	2	14,048	27,160
British Columbia	10	35,986	41,674
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	79	93,168	620,404
Canada Labour Code-Part I	13	1,580	23,430
Federal Administration	-	-	-
Federal Total	13	1,580	23,430
Total	92	94,748	643,834

Source: Workplace Information Directorate

Table 4

All Work Stoppages by Industry First Quarter 2002

Cumulative to March 31, 2002

Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	-	-	-
Utilities	-	-	-
Construction	1	50	1,450
Manufacturing	31	5,339	93,680
Wholesale and Retail Trade	11	3,360	39,680
Transportation	16	851	17,350
Information and Culture	2	1,211	7,890
Finance, Real Estate and Management Services	4	92	2,170
Education, Health and Social Services	10	50,934	89,200
Entertainment and Hospitality	10	374	7,354
Public Administration	7	32,537	385,060
Various Industries	-	-	-
Total	92	94,748	643,834

Source: Workplace Information Directorate

A weekly listing of major work stoppages in Canada and a full chronological perspective are available on the Workplace Information Directorate Web site at:

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>

Table 5

All Work Stoppages—A Chronological Perspective

Period	Number beginning year or month	in existence during year or month*			% of Estimated working time
		Total number	Workers involved	Person-days not worked	
1992	353	404	149,940	2,110,180	0.07
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,070	0.05
1996	297	330	281,816	3,351,850	0.11
1997	229	284	257,664	3,610,210	0.12
1998	341	381	244,402	2,443,870	0.08
1999	358	413	158,612	2,445,740	0.08
2000	319	377	143,570	1,661,620	0.05
2001	323	379	223,761	2,231,145	0.07
2001					
March	32	79	16,433	186,740	0.07
April	61	121	52,850	503,840	0.18
May	29	103	42,679	288,605	0.01
June	41	108	45,283	258,210	0.09
July	30	90	19,498	178,415	0.06
August	23	74	78,394	208,985	0.07
September	16	62	23,051	110,720	0.04
October	25	66	7,759	82,540	0.03
November	15	60	12,356	75,300	0.03
December	22	60	8,922	112,760	0.04
2002					
January	20	63	44,038	125,410	0.05
February	15	56	18,298	76,104	0.03
March	14	56	38,666	442,320	0.16

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the North American Industry Classification System (1997).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is

the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

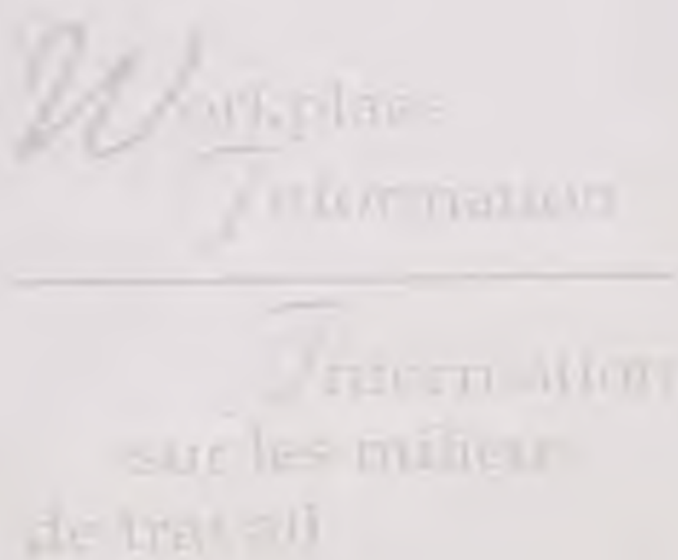
Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intend-

ed as a measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses

covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g. minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.



UNION MEMBERSHIP IN CANADA—2002

Workplace Information Directorate
Labour Program, Human Resources Development Canada

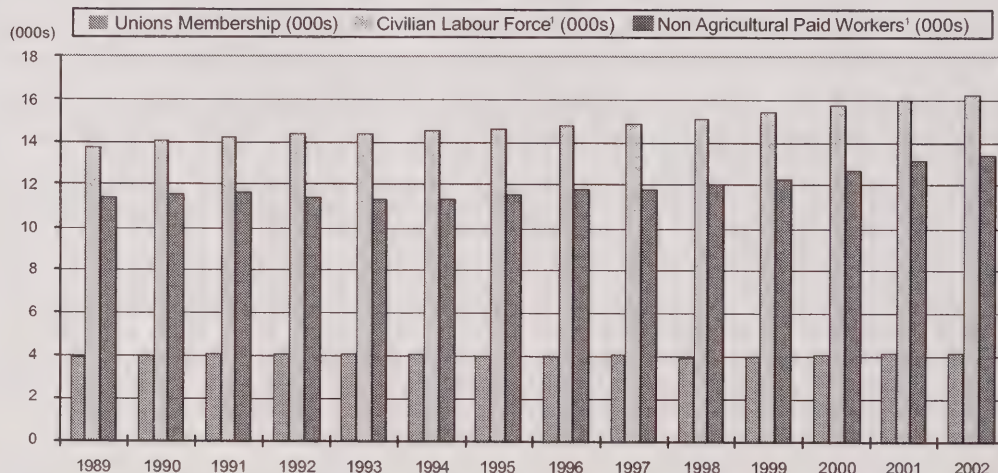
Each year, the department carries-out a survey of labour organizations in Canada with international and national unions either affiliated or unaffiliated to a central labour congress and having one or more members and labour organizations consisting of a single bargaining unit and having more than 50 members, but non affiliated with any other labour organizations. Preliminary data indicate that union membership in January 2002 stood at 4,174,000. This figure represents an increase of 63,550 members compared to 2001, namely 4,110,450 members (see graph and Table 1). However, over the year 2001, non-agricultural paid employment rose more rapidly by 268,000.

Consequently, the unionization rate or union density (union membership as a percentage of non-agricultural paid employment) continued its marginal decline to 31,1 per cent.

The affiliated membership of the Canadian Labour Congress increased by 52,645 from 2,984,750 in 2001 to 3,037,395 in 2002 and its share of total union membership rose from 72,6 per cent in 2001 to 72,8 per cent in 2002.

Between 2001 and 2002, the unaffiliated national unions increased from 12.1 per cent to 12.2 per cent, which represented an increase of approximately 10,680 members.

**Union Membership, Civilian Labour Force and the Non-Agricultural Paid Workers
1989-2002**



¹ Statistics Canada, *The Labour Force Survey*, Labour Statistics Division.

Source: Workplace Information Directorate

Table 1

Union Membership in Canada, 1989–2002

Year	Union Membership (000s)	Civilian Labour Force ¹ (000s)	Non-Agricultural Paid Workers ¹ (000s)	Union Membership as a Percentage of Civilian Labour Force	Union Membership as a Percentage of Non-Agricultural Paid Workers
1989	3,944	13,779	11,340	28.6	34.8
1990	4,031	14,047	11,598	28.7	34.8
1991	4,068	14,241	11,679	28.6	34.8
1992	4,089	14,330	11,414	28.5	35.8
1993	4,071	14,362	11,303	28.3	36.0
1994	4,078	14,505	11,310	28.1	36.1
1995	4,003	14,627	11,526	27.4	34.7
1996	4,033	14,750	11,764	27.3	34.3
1997	4,074	14,900	11,802	27.3	34.5
1998	3,938	15,153	12,031	26.0	32.7
1999	4,010	15,418	12,295	26.0	32.6
2000	4,058	15,721	12,707	25.8	31.9
2001	4,111	15,999	13,146	25.7	31.3
2002	4,174	16,242	13,414	25.7	31.1

Note: Labour Force and non-agricultural paid employment data shown for each year are annual averages of the preceding year; data shown for union membership are as of *January* of the years shown and as reported by labour organizations.

¹ Statistics Canada, *The Labour Force Survey*, Labour Statistics Division.

Table 2

Unions with Largest Membership, 2001–2002

	Membership (000s)	
	2001	2002
Canadian Union of Public Employees (CLC)	505.0	521.6
National Union of Public and General Employees (CLC)	325.0	325.0
National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC)	220.0	238.0
United Food and Commercial Workers International Union (AFL-CIO/CLC)	220.0	220.0
United Steelworkers of America (AFL-CIO/CLC)	190.0	180.0
Communications, Energy and Paperworkers Union of Canada (CLC)	149.0	150.0
Public Service Alliance of Canada (CLC)	148.7	150.0
International Brotherhood of Teamsters (AFL-CIO/CLC)	102.0	102.0
Fédération de la santé et des services sociaux (CSN)	100.2	101.3
Service Employees International Union—Canada (AFL-CIO/CLC)	85.0	90.0
Laborers' International Union of North America (AFL-CIO/CLC)	65.0	72.5
Fédération des syndicats de l'enseignement (CSQ)	80.1	67.6
Elementary Teachers' Federation of Ontario (CLC)	55.0	63.5
International Brotherhood of Electrical Workers (AFL-CIO/CLC)	55.0	54.8
United Brotherhood of Carpenters and Joiners of America (AFL-CIO/CLC)	56.0	53.0
British Columbia Teachers' Federation (Ind.)	46.1	52.6
Canadian Union of Postal Workers (CLC)	46.0	50.7
Ontario Secondary School Teachers' Federation (CLC)	50.4	48.4
Fédération des infirmières et infirmiers du Québec (ind.)	44.1	45.5
Ontario Nurses' Association (CLC)	45.0	45.0
International Association of Machinists and Aerospace Workers (AFL-CIO/CLC)	45.6	44.0
Industrial Wood and Allied Workers of Canada (CLC)	45.0	42.5
Professional Institute of the Public Service of Canada (Ind.)	32.5	41.8
Syndicat de la fonction publique du Québec (ind.)	46.8	41.0
Fédération des employées et employés de services publics inc. (CSN)	40.0	40.0
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (AFL-CIO/CLC)	39.6	39.6
Fédération du commerce inc. (CSN)	35.0	38.0
International Union of Operating Engineers (AFL-CIO/CLC)	36.0	36.0
Office and Professional Employees International Union (AFL-CIO/CLC)	30.0	35.0
Ontario English Catholic Teachers' Association (CLC)	33.0	34.0
Alberta Teachers' Association (Ind.)	32.2	32.0

Source: Workplace Information Directorate

Table 3

Union Membership by Congress Affiliation, 2001–2002

Congress Affiliation	2001		2002	
	Membership	%	Membership	%
CLC	2,984,750	72.6	3,037,395	72.8
AFL-CIO/CLC	1,168,840	28.4	1,171,400	28.1
CLC only	1,815,910	44.2	1,865,995	44.7
CSN	260,450	6.3	272,600	6.5
AFL-CIO only	27,730	0.7	24,540	0.6
CSQ	114,690	2.8	104,720	2.5
CSD	72,680	1.8	62,120	1.5
CCU	9,840	0.2	9,670	0.2
Unaffiliated International Unions	380	0.0	1,050	0.0
Unaffiliated National Unions	496,750	12.1	507,430	12.2
Independent Local Organizations	143,180	3.5	154,475	3.7
Total	4,110,450	100.0	4,174,000	100.0

Note: Due to rounding sums may not always equal totals.

Source: Workplace Information Directorate

Table 4**National and International Composition of Unions, 2001–2002**

Type of Union	2001		2002	
	Number	%	Number	%
	Unions			
National	219	22.2	220	24.8
International	47	4.8	46	5.2
Other*	720	73.0	620	70.0
Total	986	100.0	886	100.0
	Membership (000s)			
National	2,694	65.5	2,772	66.4
International	1,212	29.5	1,197	28.7
Other*	204	5.0	205	4.9
Total	4,110	100.0	4,174	100.0

Note: Due to rounding, sums may not always equal totals.

* Includes directly chartered unions and independent local organizations (see table 6).

Source: Workplace Information Directorate

Table 5

International and National Unions by Size, 2001–2002

Membership Range	International Unions		National Unions		Total	
	2001	2002	2001	2002	2001	2002
	Unions					
Under 999	7	7	79	72	86	79
1,000 – 9,999	15	17	97	104	112	121
10,000 – 29,999	13	11	22	22	35	33
30,000 – 49,999	5	4	12	11	17	15
50,000 – 99,999	4	4	4	5	8	9
100,000 and over	3	3	6	6	9	9
Total	47	46	220	220	267	266
	Membership (000s)					
Under 999	1	2	35	30	36	32
1,000 – 9,999	58	70	336	365	394	435
10,000 – 29,999	199	198	359	372	558	570
30,000 – 49,999	181	155	483	445	664	600
50,000 – 99,999	261	270	249	299	510	569
100,000 and over	512	502	1,234	1,261	1,746	1,763
Total	1,212	1,197	2,695	2,772	3,908	3,969

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 6

Union Membership by Type of Union and Affiliation, 2002

Type and Affiliation	Unions	Locals	Membership	
			Number	%
International Unions	46	3,233	1,196,990	28.7
AFL-CIO/CLC	39	3,155	1,171,400	28.1
AFL-CIO only	4	65	24,540	0.6
Unaffiliated Unions	3	13	1,050	0.0
National Unions	220	13,368	2,772,105	66.4
CLC	64	7,441	1,865,565	44.7
CSN	10	2,481	272,600	6.5
CEQ	15	381	104,720	2.5
CCU	7	27	9,670	0.2
CSD	2	93	12,120	0.3
Unaffiliated Unions	122	2,945	507,430	12.2
Directly Chartered Unions	316	-	50,430	1.2
CSD	309	-	50,000	1.2
CLC	7	-	430	0.0
Independent Local Organizations	304	-	154,475	3.7
Total	886	16,601	4,174,000	100.0

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 7

Canadian Labour Congress Membership by Affiliation, 2001–2002

Type and Affiliation	2001		2002	
	Membership	%	Membership	%
International Unions	1,184,310	39.7	1,171,400	38.6
AFL-CIO/CLC	1,168,840	39.2	1,171,400	38.6
CLC only	15,470	0.5	-	-
National Unions	1,800,440	60.3	1,865,995	61.4
CLC only	1,799,940	60.3	1,865,565	61.4
Directly Chartered Local Unions	500	0.0	430	0.0
Total	2,984,750	100.0	3,037,395	100.0

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Structure and Affiliation Changes to International and National Unions

Under the auspices of the Centrale des professionnelles et professionnels de la santé, there were seven organizations members. Two of these organizations, the Syndicat des intervenants professionnels de la santé du Québec and Association des employés en service social de la province de Québec, are now known as Syndicat des intervenants professionnels de la santé du Québec as of June 2001.

Name Changes—Old Name /New Name

Associations des ingénieurs et scientifiques (Marconi)/
Association des ingénieurs et scientifiques (CMC électronique) (May 2001)

Syndicat professionnel des diététistes du Québec/
Syndicat professionnel des diététistes et des nutritionnistes du Québec (septembre 2001)

Syndicat des agents de maîtrise de Québec-Téléphone/Syndicat des agents de maîtrise de Québectel (January 2001)

Canadian Telephone Employees' Association/Canadian Telecommunication Employees' Association (October 2001)

Source: Workplace Information Directorate

Negotech

A searchable labour relations database developed and maintained by the Workplace Information Directorate, Human Resources Development Canada, providing timely information on the key aspects of collective bargaining in Canada through:

- settlement reports containing the highlights of important benefit changes including wage adjustments in recently signed collective agreements;
- access to full collective agreement contract language; and
- customized data searches.

**For further information, contact the
Workplace Information Directorate at:**

**1-800-567-6866 or (819) 997-3117
Web Site: <http://hrdc.gc.ca/labour/nego>**

INNOVATIVE WORKPLACE PRACTICES

Bruce Aldridge
Workplace Information Directorate
Labour Program, Human Resources Development Canada

This overview of workplace innovations is based on a review of 80 collective agreement settlements negotiated during the second quarter of 2002. Of these, close to one half (39 settlements) contained provisions considered to be innovative or of particular interest.

Duration

Of all settlements reviewed during the quarter, exactly one-half (40 collective agreements) had a duration of 36 months. Nine collective agreements had terms ranging from between 20 and 24 months, while six had duration of 12 months. A further 12 settlements had a duration of between 40 and 48 months. The remaining, 13 had durations of over 50 months. The longest duration was of 82 months between Motor Coach Industries Limited in Winnipeg, Manitoba and the International Association of Machinists and Aerospace Workers. In the retail industry in Saskatchewan and Ontario, three settlements had durations of 72 months: Real Canadian Superstores, province-wide Saskatchewan; and Extra Foods, Division of Westfair Foods Ltd., Regina and other centres, Saskatchewan and United Food and Commercial Workers International Union; and Loeb Canada Inc., Loeb Lincoln Heights Division, Ottawa, Ontario and CAW-Canada.

Compensation

A **gain-sharing** plan continues at British Columbia Hydro and Power Authority, province-wide, British Columbia, and Office and Professional Employees International Union with the objective of establishing an incentive framework that will focus all BC Hydro employees, both union and non-union, on specific performance objectives aligned to the success of the organization. The program will be calculated on financial, customer satisfaction and safety improvement measures, and if targets are achieved, will provide a potential pensionable payment of up to 4.0 per cent of annual earnings. Employees may receive the payment in a lump-sum amount or direct it to a registered retirement savings plan. The company has also intro-

duced a **market adjustment** provision for certain classifications where there is a significant and demonstrable recruitment or retention challenge. The adjustments range from 3.0 to 6.0 per cent. The employer, at the union's request, will conduct a wage survey of relevant comparators between January 1, 2004 and March 31, 2004 to determine whether further market adjustments are warranted.

The Toronto Star Newspapers Ltd. and Communications, Energy and Paperworkers Union of Canada have a **profit-sharing** provision for the 36-month duration of their contract. The annual lump-sum payments are paid out if the gross profit of the company operations, before taxes, capital depreciation and interest payments, exceeds 15 per cent in the first year, 17 per cent in the second year and 20 per cent in the third year.

Hydro One, province-wide, Ontario, and Canadian Union of Public Employees, will establish an employee **share option** plan whereby employees may purchase up to 5.0 per cent of their base salary in shares on an annual basis. Employees may purchase shares through payroll deductions while the employer will provide a matching plan of one share for each three shares purchased by the employee. The employer will also cover the cost of brokerage commissions, trustee fees and costs associated with payroll deduction. Should this plan not become available by the end of 2002, an ongoing gain-sharing plan of 4.0 per cent will be increased to 6.0 per cent for the duration of delay past 2002. If the plan does not become available, the 6.0 per cent will remain ongoing.

A **performance bonus** has been introduced into the agreement between the Government of Ontario and Association of Management, Administrative and Professional Crown Employees of Ontario. Employees, who are at the maximum of their salary scale, will receive a lump-sum bonus based on performance for the previous fiscal year. The amounts will be 3.5 per cent for satisfactory performance and 6.0 per cent for above satisfactory level.

Communications Security Establishment in Ottawa, Ontario and Public Service Alliance of Canada have a **terminable retention allowance** which, for over the life of the agreement, can provide payments ranging from \$2,500 to \$13,838 for the Computer Systems Administration Group and from \$6,000 to \$13,713 for the Engineer Group.

The settlement between Motor Coach Industries Limited, Winnipeg, Manitoba and International Association of Machinists and Aerospace Workers, introduces a new classification arrangement. The structure will incorporate a **two-tier wage** structure and a **consolidated wage progression**. Employees hired after March 22, 2002, will immediately be placed on the new wage grid while the current employees' wage progression will continue according to the existing automatic progression steps until September 30, 2003, at which time they will be placed at the appropriate level of their new classification grid. An employee who, as a result of the consolidation, is placed at a level that is less than they were receiving as of September 30, 2003, will continue to receive the higher rate until such time as the rate assigned on the new wage progression equals or exceeds that rate.

In addition to their current pension plan, Owens-Corning Canada Inc., Edmonton, Alberta, and Communications, Energy and Paperworkers Union of Canada, have introduced a **voluntary employee pension plan** which will allow employees to contribute up to 4.0 per cent of annual earnings with the employer matching 50 per cent of the employee contribution. Contributions may be invested in any number of investment options made available by the funding agency operating the plan. Upon plan commencement, the employer will provide an initial payment, on a one-time only basis, to each employee's account. The payment will be the greater of \$500, or the yield achieved when multiplying an employee's years of service as of July 31, 2002 by \$25.

Working Conditions

The Catholic Children's Aid Society of Toronto and Canadian Union of Public Employees have introduced **job sharing** whereby requests will not be denied provided that the job share arrangement does not unreasonably interfere with efficient operations. The program will be evaluated on an ongoing basis to assess impact on service to clients as well as on the branch.

Loeb Canada Inc., Ottawa, Ontario, and CAW-Canada have established a **work-life balance** provision whereby a full-time employee who wants two consecutive weekend days off will be given a Saturday/Sunday or a Sunday/Monday off every four weeks whenever possible, as long as the employer can maintain a sufficient workforce for proper operation of the business.

The Saskatchewan Association of Health Organizations, province-wide, and Saskatchewan Union of Nurses have introduced a **cultural awareness program**. The education seminars, which focus on aboriginal issues, will be provided on an annual basis and paid for by the employer. Every effort will be made to allow employees to attend, or participate in spiritual or cultural observances required by faith or culture. An **enhanced recruitment initiative program** has been established between the Government of Ontario, province-wide, and Ontario Public Service Employees Union to identify and remove barriers to equal opportunity in the Ontario Public Service, recognizing that women, aboriginal persons, persons with disabilities, visual minorities and francophones may face barriers to employment in Ontario.

A trial implementation period of a **compressed work-week** has been negotiated between Pacific Transit Cooperative, Vancouver, British Columbia and Amalgamated Transit Union. The parties have agreed to compress 20 per cent of scheduled shifts into shifts of four days of 9 hours and 22.5 minutes each.

The Canada Customs and Revenue Agency, Canada-wide and Public Service Alliance of Canada have introduced a **working conditions study** whereby the employer agrees to provide up to \$300,000 to review the particular working conditions of **term employees**.

Job Security

Extra Foods in Regina and other centres, Saskatchewan and United Food and Commercial Workers have introduced various **guarantees of hours of work** for full- and part-time employees. The complement of full-time employees will be increased by nine, comprising of seven additional urban agreement employees and two additional rural agreement employees. Also, when a new store opens within any location covered by the agreement, a minimum of 50 per cent of the jobs will be filled by existing employees. For part-time employees, the senior two-thirds of employees will be guaranteed 24 hours per week while the last third will be guaranteed 18 hours per week. In addition, non-

probationary available-anytime employees must be scheduled for no less than 14 hours per week.

Training

The Pacific Racing Association, Vancouver, British Columbia and Office and Professional Employees' International Union have set up an on-the-job training program in order to **upgrade the skills** of employees so that they may meet the requirements of job postings for which they are not presently qualified.

Other employers have negotiated **funds to pay for the educational needs** of employees. The agreement with Nova Scotia Power Incorporated and the International Brotherhood of Electrical Workers states that the employer will contribute 2¢ per hour per employee and deduct an additional 1¢ per hour from employees for their fund. Better Beef Limited in Guelph, Ontario and United Food and Commercial Workers International Union concur that the employer will contribute \$1,000 per year to a union administered training and education fund.

In order to assist employees in personal training and development, the Construction Commission of Quebec, province-wide, and Office and Professional Employees International Union have agreed that the employer will lend a maximum of \$3,000 to employees to purchase a **personal computer**, to be repaid over 24 months.

Funds

The Government of Ontario, province-wide, and the Ontario Public Service Employees Union have established an **innovation** fund to support, recognize and reward the effort of employees in the development of innovative practices. Cash awards will be set up for this purpose. A **social justice** fund has been initiated by Woodbridge Foam Corporation, Woodbridge, Ontario and CAW-Canada whereby the employer will contribute 0.5¢ per hour worked which provides solidarity assistance to non-profit and humanitarian projects within Canada and around the world. The University of Regina and University of Saskatchewan

in Regina and Saskatoon, Saskatchewan and Canadian Union of Public Employees have set up a **job evaluation/pay equity** fund. The employers will contribute 1.0 per cent of regular payroll per year to address concerns within the bargaining unit.

A **financial planning** fund has been negotiated with Canada Customs and Revenue Agency, Canada-wide, and Public Service Alliance of Canada to provide \$400 per year per employee for financial planning advice.

Labour-Management Committees

During this first quarter, close to a third (12) of the 39 agreements with innovative practices contained provisions for establishing committees dealing with a wide variety of concerns.

A **disability in the workplace and return to work** committee with Catholic Children's Aid Society of Toronto, and Canadian Union of Public Employees has been established to develop guidelines for accommodation and make recommendations regarding the implementation of a return to work and accommodation of disability program. The parties have also implemented a **central health and safety** committee to review and recommend guidelines to be used as part of regular worksite inspections to assess ergonomics. Also, an ad hoc committee has been set up to examine employee **workload assessment** requests.

The Toronto Star Newspapers Ltd., Toronto, Ontario, and Communications, Energy and Paperworkers Union of Canada have initiated an **attendance management** committee to control absenteeism and ensure that the program is both effective and fair.

A **workweek review** committee between Toronto Transit Commission and Amalgamated Transit Union is to discuss potential areas for the implementation of 4-day/10-hour shifts.

A number of other committees were included in agreements to discuss such items as team work, shift scheduling, early retirement, pay equity, job evaluation and electronic bulletin boards.

Innovative Workplace Practices

Previously published innovative workplace practices from past issues of the Workplace Gazette are available on the Workplace Information Directorate Web site at:

<http://labour.hrdc-drhc.gc.ca>

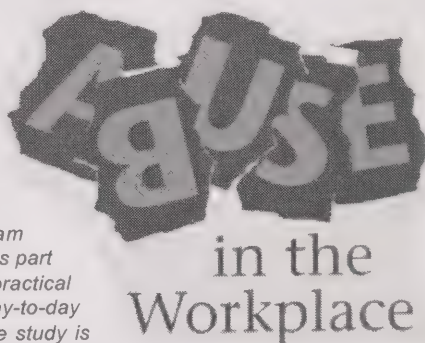
ABUSE IN THE WORKPLACE—A PROGRAM DEVELOPMENT GUIDE FOR HEALTH CARE ORGANIZATIONS

Labour Management Partnerships Program
Human Resources Development Canada

The Staff Abuse Task Force, originally established in 1991, studied the issue of abusive situations and/or incidents in the workplace and made recommendations with respect to the identification, training, prevention and management of these situations. The initiative brought together employee, management and professional representatives of Alberta's health care industry. A first guide was distributed to Alberta health care providers in 1993.

As a result of renewed interest in this area, the program initiative was revisited in 1998. The group is now called the Staff Abuse: Prevention and Management Initiative and is still composed of employee, management and professional representatives of Alberta's health care industry. A revised manual, published in May 2000, includes updated research on the topic of staff abuse as well as updated sample policies and procedures.

That manual, Abuse in the Workplace—Program Development Guide for Health Care Organizations, is part of a comprehensive program that also includes a practical handbook to assist employees and managers on a day-to-day basis and a pamphlet for health workers. This case study is adapted from the May 2000 guide.



Definition of Abuse

Abuse is defined as any behaviour such as:

- physical assault or aggression; or
- unsolicited and unwelcome conduct, comment, gesture or contact that causes offence or humiliation; or
- physical harm to any individual that engenders fear or mistrust, or that compromises and devalues the individual.

Abuse includes, but is not limited to, harassment. It can come from anyone in the workplace and be directed at anyone. It can be subtle or overt. Abuse may be deliberate or unintended. The test is whether a reasonable person knows, or ought to know, that the behaviour would be considered unwelcome or inappropriate by the recipient. It may be a single event or may involve a continuing series of incidents. It may involve the abuse of authority or position or it may involve relations among peers, visitors, patients/

clients/residents and affiliated personnel. Abuse can victimize both men and women, and may be directed by or toward employees, medical staff, students, volunteers, patients/clients/residents and members of the public.

Recognizing the Problem

Staff abuse is recognized as a serious threat to organizational success. Two provinces in Canada, British Columbia and Saskatchewan, have occupational health and safety legislation that requires employers to have a violence prevention program in place. Organizations in other provinces are not legally required to address this issue through workplace policies. Health and safety legislation assists employers in being proactive in approaching the issue of abuse.

In 1993, the issue of workplace abuse in the health care sector tended to focus on physical assault; however, verbal and psychological abuse are increas-

ingly recognized as equally destructive to the functioning of an organization. Abusive behaviour in the workplace has been found to be destructive to the work environment.

For the victim, abuse can result in anger, depression, guilt, self-doubt about competency, anxiety and post-traumatic stress disorder-type symptoms. Abuse can be damaging for other workers as well as for the victims; staff may no longer feel safe and comfortable at work. This may lead to lost productivity and decreased work performance. Overall, employee morale may drop and the reputation of the organization may be jeopardized. Recruiting and retaining staff may become more challenging.

Awareness and Education

Recognizing the existence of workplace abuse in an organization is a first step toward developing solutions and strategies to address the problem. An increase in awareness is usually accompanied by a decrease in tolerance for incidents of staff abuse.

Education to increase awareness is a key function in eliminating abuse. Many employees are not familiar with their organization's policies on abuse. Increased knowledge of these policies and procedures assists in mitigating the stress as a result of an incident.

Some components of an effective education and training program include:

- clarifying roles and responsibilities;
- educating staff about reporting procedures;
- training crisis intervention/victim support personnel (where appropriate);
- training and education of those charged with investigating incidents;
- communicating with other agencies such as police and community and social services;
- increasing employee awareness regarding rights and available assistance; and
- increasing awareness of applicable legislation and the organization's policies and procedures. Employees familiar with their organization's policies gain confidence in dealing with potentially abusive patients/clients/residents.

Who Is Affected

Although all areas of health care are affected, the risk is highest for emergency, psychiatric, long-term care and community care workers. Home care workers are at particularly high risk because of the nature of their work environment. Staff in extended care facilities may also be at risk of assault from residents. Nursing aides provide a large percentage of the personal care in long-term care facilities, but few have the skills to deal with the behavioural problems associated with cognitively impaired patients/clients/residents.

Staff with the closest proximity to patients/clients/residents are the most likely to be abused. Staff with a perceived low level of job responsibilities may also be at greater risk as they may receive less respect from clients. Abuse is often preceded by long waits for treatment or may be associated with treatment that the patients/clients/residents find unpleasant.

Prevention: Risk Assessment and Risk Management

There is no question that prevention is preferable to intervention. But prevention is not easy, given the varied levels, types and sources of abuse in the workplace. How can an organization create an environment that discourages all forms of abusive behaviour?

Before an organization develops a prevention program, it needs to do a careful analysis and evaluation of the current risks of staff abuse. Consideration should also be given to existing mechanisms the organization has established to address this issue.

Risk Assessment

Risk assessment can be considered a logical and organized method to identify and quantify risks. To manage the issue of abuse, each organization must determine, within the boundaries of its workplace, the nature and extent of the problem. A number of factors need to be considered: the staff, the sources of abuse, the work processes and physical environment, and the level of organizational commitment to the prevention of staff abuse. Within each of these factors are a number of variables, which, when analyzed, will identify:

- any component of the environment that may increase opportunities for abuse;

- those individuals at high risk; and
- the need for controls.

Risk Management

Environmental factors may precipitate assaultive behaviour. The likelihood of assault is reduced when:

- there is employee understanding of the organization's commitment to prevention of staff abuse;
- a patient's/client's/resident's potential for assault is thoroughly assessed;
- an emergency response team is provided as needed; and
- there is a prompt and appropriate response to a reported incident of abuse.

Developing Policies and Procedures

Having clear policies and procedures in place creates a supportive work environment where abuse is not tolerated. Organizational support for a staff abuse program, including the development and implementation of written policies, forms the foundation from which to address this problem.

The development of a policy on staff abuse requires input from a broad cross-section of the organization's stakeholders. External expertise may also be of assistance. The group should develop recommendations for the policy and associated programs to suit the particular work environment. Occupational health and safety committees may already be in place and may be considered an appropriate structure to deal with this issue.

The process of policy development may be as meaningful as the outcome. The process itself can lead to enhanced awareness, increased understanding and heightened support for the program. A program that is developed internally and responds to the unique needs of the organization is the most likely to gain general acceptance.

The procedure, as distinguished from the policy itself, outlines the method or processes required to operationalize the policy. The procedure will vary con-

siderably from organization to organization, depending upon size, role and local conditions. The procedure component should include the following basic information:

- right to assistance;
- steps prior to formal reporting;
- formal reporting;
- no recriminations;
- investigation;
- disposition of the complaint;
 - confidentiality;
- evaluation; and
- complaint resolution alternatives.

Roles and Responsibilities

Senior administration, employees, employee representatives, and occupational health and safety committees are all responsible for maintaining a safe and secure work environment. The responsibilities of staff members, physicians, hospital affiliates and patients/clients/residents in ensuring that everyone is protected from abusive behaviour should be clearly identified.

In Alberta, it has been established as a legal precedent in Canada that organizations and their chief executive officers may be prosecuted for *Occupational Health and Safety Act* violations. Section 2(1) of the *Act* states that

Every Employer shall ensure, as far as it is reasonably practicable for him to do so, (a) the health and safety of: (i) workers engaged in the work of that employer and (ii) those workers not engaged in the work of that employer but present at the work site at which that work is being carried out, and (b) that the workers engaged in the work of that employer are aware of their responsibilities and duties under the Act and the regulations.

The *Alberta Human Rights, Citizenship and Multiculturalism Act* holds an organization responsible for preventing sexual harassment in the workplace, as it constitutes discrimination on the basis of sex.

Ontario's Guidelines for the Development of Hospital Policies on Managing Abuse

The **board should ensure** that senior management, in conjunction with the appropriate committees:

- acknowledges the potential risk of abuse in the health care setting;
- recognizes the negative impact that an incident of abuse may have on the individual and the organization;
- ensures that patients, staff and hospital affiliates are provided with a safe and secure environment and are protected from abusive behaviour;
- develops a statement(s) of philosophy and a definition of abuse (in conjunction with staff, hospital affiliates and unions, where appropriate) which will form the basis of policy development and orientation/training of staff, hospital affiliates and patients;
- develops or approves policies which clearly identify the staff, hospital affiliates, patients and visitors that abusive behaviour will not be tolerated;
- develops or approves policies and/or procedures for reporting mechanisms and protocols for the prevention, identification, analysis and follow-up of abuse incidents;
- develops comprehensive security measures and systems that prevent/reduce incidents of an abusive nature, and re-evaluate these systems continually;
- ensures that staff, hospital affiliates and patients are aware of their rights and responsibilities in relation to abuse and are aware of the hospital's abuse policies;
- ensures the implementation of an ongoing staff training program (appropriate/relevant to the facility) to assist staff in managing abusive behaviours;
- takes or supports appropriate corrective action when a staff [member]/hospital affiliate is found to have committed an act of abuse, including appropriate post-incident support/counselling;
- designates an individual(s) to ensure that the abuse program is effective and responsive to the needs of patients, staff, hospital affiliates and visitors, and who is selected and provided with appropriate training and institutional support; and
- communicates and liaises with community and local law enforcement agencies regarding issues concerning abuse and violence.

Source: Hospital Policies on Managing Abuse: Roles and Responsibilities of Hospital Boards, The Ontario Hospital Association (1995).

Intervention and Follow-up

Management of abusive incidents is as critical as efforts toward prevention. Incidents need to be documented, investigated and remedied as effectively as possible, to mitigate further damage and cost to the organization. Intervention must be timely and must address the rights and responsibilities of both the victim and the alleged abuser. Post-assault stress

among employees and patients/clients/residents can result in escalation in the number of cases of abuse. Organizations should review their policies and procedures following an incident to ensure they adequately address any potential abusive situation. Employees should be encouraged to assist in the review, and in the subsequent development or revision of such policies.

Legal Environment

Awareness of the legal environment is critical. Incidents of abuse can leave an organization open to legal liability, ranging from health and safety complaints to civil suits. The legal environment includes legislation and common law and also a collective agreement where relevant or personal employment contract, which provide a legal framework for dealing with many workplace issues.

Staff members must know the pros and cons of pressing charges, must know how to initiate legal procedures and must be aware of what happens once the legal system becomes involved in the incident. Filing charges against abusive patients/clients/residents has been suggested as an aid to prevention of future abuse. It is recommended that the organization consider assisting the victim in filing charges against abusive patients/clients/residents.

Program Evaluation

The success of a workplace abuse program involves not only the implementation of the program but also an ongoing evaluation. The program must be monitored to ensure objectives are being met. As demographics within the organization change, the risks of abuse may change, and the program must be responsive.

Conclusion

A staff abuse prevention program in any organization must recognize and work within the prevailing legal climate. Health organizations should apprise themselves of the legal and ethical issues associated with intervention programs and prosecution of assailants, and ensure that the program addresses them.

The organization should:

- develop a staff abuse program;
- develop clear policies for determining when legal action will be initiated;
- file charges against abusers in a consistent manner where there are bona fide reasons for doing so and where it is appropriate; and
- maintain thorough and objective information gathering and assessment practices to ensure that when decisions to take action are made, they are based upon accurate information and will provide a solid basis for justification in the legal venues.

For more information, visit the Staff Abuse Prevention and Management Initiative at < <http://www.phaa.com/sapm/index.html> >.

The views and opinions expressed in this document do not necessarily reflect the position of the Labour Program, Human Resources Development Canada.

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Labour Program, Human Resources Development Canada.*

Telephone: (819) 994-5470 or 1-800-563-5677
Web Site: http://labour-travail.hrdc-drhc.gc.ca/sfmc_fmcs/index.cfm/english

HONOURING CANADA'S BEST IN DISABILITY MANAGEMENT

National Institute of Disability
Management and Research

The rising incidence of employees becoming disabled and unable to work is estimated to be costing Canadian businesses about \$11 billion per year. "Invisible disabilities" such as stress, depression and addiction are taking an added social and economic toll on business in Canada and other developed nations. In many industries, such as health care, which are already facing a shortage of skilled workers, there are vast social and financial benefits to be gained by reintegrating people with disabilities back into the workforce.



The Honorable Claudette Bradshaw
Minister of Labour

The 2nd Annual National Awards of Excellence in Disability Management were held in Vancouver on May 28, 2002. The awards program was established by the National Institute of Disability Management and Research in collaboration with major Canadian business, labour and government organizations.

The National Awards of Excellence in Disability Management were created to focus attention on the successes of disability management programs across Canada. Award winners and finalists offer inspiration and cutting-edge, best-practice examples to organizations looking to develop new disability management programs or improve existing ones.

These Programs:

- demonstrate executive leadership and vision;
- involve creativity, collaboration and commitment;
- are based on consensus between labour and management;
- provide injury prevention, rehabilitation and safe, early return to work; and
- reduce the human and economic costs of disability.

Award Categories And Winners:

- **Small Private Organization/Workplace**
Chemainus Sawmill Unit
Weyerhaeuser - Chemainus, British Columbia
- **Large Private Organization/Workplace**
J.D. Irving Limited
Saint John, New Brunswick

- **Crown Corporation/Government Agency**
Health Care Corporation of St. John's
St. John's, Newfoundland and Labrador

Ontario Power Generation
Toronto, Ontario

- **Public Service Initiative**
Workers' Compensation Board of
Northwest Territories and Nunavut

- **Return to Work Coordinator/Disability Management Professional**
Marg Green, DM Consultant, Manulife
Toronto, Ontario

Trudy Langthorne, Canfor
Prince George Pulp and Paper
Prince George, British Columbia

David Moorhouse
Council of Trade Unions, BC Rail
Vancouver, British Columbia

Dave Pearce, IWA-Canada
Canfor - Fort St. John, British Columbia

- **Outstanding Public Leadership**
University of Northern British Columbia
Prince George, British Columbia

2002 International Forum on Disability Management

The National Institute of Disability Management and Research has organized the world's first forum on disability management, which was held in Vancouver from May 27 to 29, 2002. The Institute is an education,

training and research organization with a primary focus on the implementation of workplace-based reintegration programs, which research has shown are the most effective way of restoring and maintaining workers' abilities, while reducing costs of disability for workers, employers, governments and insurance carriers.

This international forum marked the start of a planned series of conferences that will move to the Netherlands in 2004 and Australia in 2006. It brought together key government, business and labour leaders, together with senior representatives from the disability management provider communities, practitioners and persons with disabilities.

Co-chaired by Brian Payne, President of Communications, Energy and Paperworkers Union of Canada, Ottawa, and Steve Hill, Senior Vice-President, Human Resources, Weyerhaeuser, United States, the forum drew over 400 participants from a dozen countries.

Setting the stage for the conference were the welcoming remarks of the Honourable Iona Campagnolo, Lieutenant-Governor of British Columbia, followed by thought-provoking comments from the forum's Honorary Chair, the Honourable Claudette Bradshaw, Minister of Labour for Canada.

Minister Bradshaw outlined the results of a recent survey of employment conditions for persons with disabilities: "...representation of persons with disabilities by federally regulated private sector employers was 2.3 per cent, while they accounted for only 1.0 per cent of all new hires and 2.0 per cent of all promotions."

Speaking about the International Labour Organization's newly released *Code of Practice on Managing Disability in the Workplace*, Minister Bradshaw articulated what emerged as the forum's dominant theme: "Our challenge now is to convert words into action. We all know that the best framework won't do a thing unless employers and unions across Canada adopt the *Code's* principles and take action."

Echoing Minister Bradshaw's call to action was Walter Riester, Minister of Labour and Social Affairs for the Government of Germany. Together with senior representatives of German industry, labour and insurance, Minister Riester was instrumental in offering leadership, as well as legislative and practical solutions, to the universal challenge of effective reintegration for persons with disabilities. He was eloquent in stating that it should be self-evident that people with disabili-

ties or threatened by disability would participate in working life and society as a whole: "But for the people concerned, it is not at all an automatic reality, but something that has to be practically achieved again and again with reflection, a combination of different solutions and a lot of willpower and energy."

While emphasizing the social values of the *Code of Practice*, Minister Riester also highlighted the economic contribution of effective reintegration programs: "[The Code] is also based on evidence that enterprises may gain from the retention of experienced workers who become disabled, and on indications that, under certain conditions, significant savings can be made in terms of health costs, insurance payments and time lost."

This groundbreaking forum focused on cost-effective solutions, leading-edge research and statutory models forming balanced win-win outcomes. Participants heard about the economic and social results demonstrated by effective disability management programs around the world. The quest for transferable solutions, resulting in measurable outcomes for both employers and workers, was what prompted the participation of key stakeholders.

This is perhaps best reflected in an observation by Shelly Wolff, Program Leader, Disability Programs, General Electric Company, who said, "I learned a great deal from many of the presenters and of course most importantly made several networking contacts that will assist me as I continue my work for both General Electric and the industry here in the United States."

Dr. Friedrich Mehrhoff, Director, Rehabilitation and International Relations, German Federation of Workers Compensation Boards, summed up the international dimensions of the forum: "Our goal was to initiate a global platform for stakeholders dealing with work retention strategies and to integrate politicians, employers, unions and insurers...all conference participants noticed a common sense of being on the right way and enforcing the movement of disability management worldwide."

For more information contact:

National Institute of Disability Management and Research

Telephone: British Columbia (250) 724-4344
or Ontario (613) 260-2951

Fax: (250) 724-8776
Website: www.nidmar.ca



National Institute of Disability
Management and Research



OLDER WORKERS IN THE LABOUR MARKET—EMPLOYMENT CHALLENGES, PROGRAMS AND POLICY IMPLICATIONS

*Forum of Labour Market Ministers
Human Resources Development Canada*

Canada, like most Organization for Economic Co-operation and Development countries, has an ageing worker-age population. Over the next 10 years, the number of Canadians 55–64 years of age will grow by more than 50 per cent. It is anticipated that older workers will continue to have lower employment rates than younger workers and assume an even more important role in the labour market and Canada's continued economic prosperity.

While Canada's ageing population continues to grow, there has been a downward trend in the participation rates of older workers in Canada's workforce. Similarly, fewer younger workers (15–24 age group) are entering the labour market.

The report was undertaken to help policy makers to better understand how older workers are adjusting to the labour market.

This report examines two groups of older workers, 45–54 and 55–64 years old, from 1976 to 1998. It found that 55–64 year olds generally: experience greater labour market difficulties since they are concentrated in traditional industries, many of which experienced zero or negative growth; have non-transferable skills and have held jobs requiring limited qualifications, low levels of education and training; and look for jobs that offer similar wages to those they used to receive. The research also found that employers prefer to hire younger workers.

Between 1976 and 1998, the situation of those aged 55–64 deteriorated: they experienced decreases in labour force participation and employment rates, and recorded above average increases in unemployment, particularly long-term unemployment. Research done in support of this report indicates that:

- Older workers' participation rates in the workforce declined from 54 per cent in 1976 to 49 per cent in 1998. In contrast, there was an increase—from 76 per cent to 86 per cent—recorded by 25–44 year olds during this same time period.
- Older workers' employment rate mirrored the change in their participation rates, and fell from 51 per cent in 1976 to 45 per cent in 1998.
- With respect to unemployment rates, the comparative labour market advantages of older workers dropped considerably. In 1976, workers aged 55–64 had the lowest unemployment rate (4.2 per cent) of all age groups, but by 1998, it was 6.9 per cent, and was close to the 7.1 per cent unemployment rate of 25–44 year olds.

- Long-term unemployment (greater than 52 weeks) increased significantly across all age groups, but older workers had the largest increase, from 4.0 per cent in 1976 to 17 per cent in 1998.

The report identifies several barriers to hiring older workers, including: lack of job search skills, high wage expectations, employer bias, lack of education and training, lack of mobility, and geographic location. It states that the most effective means of preventing older workers' premature withdrawal from the labour force is lifelong learning.

To address the challenges faced by older workers, which vary significantly across the country, the report finds that the most successful approaches are those that are flexible, consistent with local and provincial labour market conditions, and easy for eligible workers to access.

The report indicates possible interventions designed to facilitate the labour market adjustment of older workers, including: employment maintenance, easing the transition from work to retirement, facilitating the re-employment of laid-off workers, and providing income support.

It indicated that significant differences exist in the characteristics of older workers of tomorrow (who are currently aged 45–54) and those of today, which may improve their

employability in terms of job retention and reintegration into the labour market. The older worker of tomorrow will possess higher levels of education, will have changed jobs many times during their career and will have greater experience in adapting to technological change. Moreover, they will be more willing to participate in training and development activities.

Older workers have ready access to federal, provincial and territorial labour market programs. Individual governments continue to explore

options to help older workers and have agreed, under the Forum of Labour Market Ministers, to work together on labour market issues of mutual concern. For example, in June 1999, the Government of Canada committed \$30 million to the Older Workers Pilot Projects Initiative to test innovative approaches that help older workers remain employed or reintegrate in the labour market. The pilot projects are designed and delivered by the provinces and territories and can be in operation for up to two years. Thus far, agreements have been reached with Newfoundland and Labrador, Nova Scotia, Quebec, Saskatchewan, British Columbia, Yukon, Nunavut, and the Northwest Territories. Some other jurisdictions have indicated their intention to participate in the Initiative.

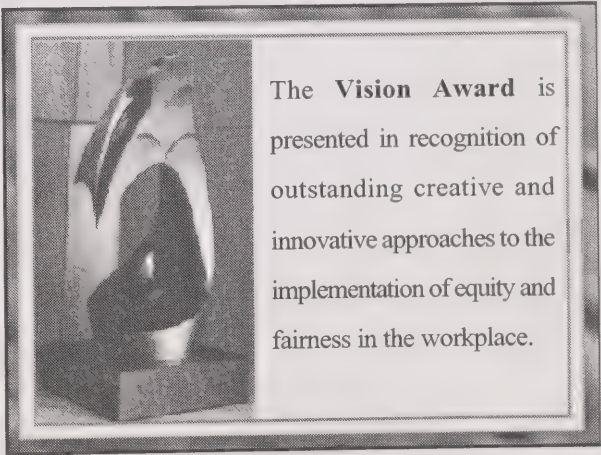
For more information and a copy of the full report,
visit the Web site at

http://www.hrdc-drhc.gc.ca/sp-ps/lmp/owe_toc.shtml



**IS YOUR ORGANIZATION IN A POSITION TO APPLY FOR
THE PRESTIGIOUS VISION AWARD FOR THE YEAR 2003?**

The time has come for employers to submit their application for this prestigious award for 2003. Applications can either be submitted on-line (see Web site below) or by fax at (819) 953-8768. Applications must be received by November 15, 2002.



For complete information on the Merit Awards Program, please contact Danielle Fournier at (819) 953-7528 or refer to the following Web site address:

http://info.load-otea.hrdc-drhc.gc.ca/workplace_equity/fcp/merit_awards/2002/

OLDER WORKERS AND THE AGING WORKFORCE

JP Surette
Communications, Labour Program
Human Resources Development Canada

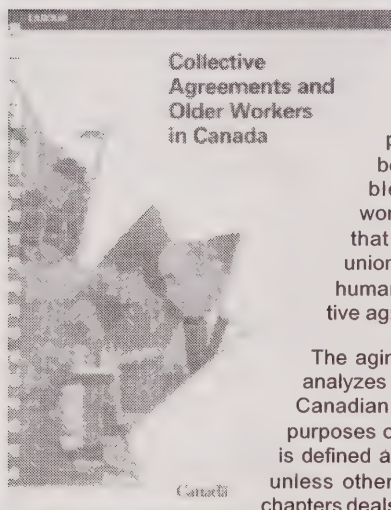
There has been much discussion about a looming labour shortage in Canada. That, along with a strong economy, has prompted Canadian businesses to explore relatively untapped "pools" of labour. One of those segments is older workers.

- How are older workers treated in Canada?
- Does age discrimination exist?
- Do employers have provisions in their collective agreements that specifically pertain to older workers?

These questions and many more are answered in a study on older workers and the aging workforce entitled **Collective Agreements and Older Workers in Canada**.

Conducted by the Labour Program of Human Resources Development Canada, the report is part of a series of studies undertaken to track information and conduct research on the changing workplace, changes in the nature of work itself, as well as on the impact of these changes. In the spring of 2001, the first study in this comprehensive series, *Work and Family Provisions in Canadian Collective Agreements*, was completed. This initial study carefully examined collective bargaining provisions related to balancing work and family responsibilities.

- job and wage protection for older workers, seniority provisions, as well as various job security and income-related provisions;
- age-based discrimination;
- measures designed to ease the passage from full-time employment to complete retirement, including pre-retirement leaves, retirement preparation programs and phased retirement.



These studies aim to help employers, union representatives, labour practitioners and researchers develop a better understanding of current workplace practices. It is not only helpful because it is immediately applicable to the unionized Canadian workforce, but it should also be noted that historically, employers in non-unionized firms have often based their human resource policies on the collective agreements of unionized firms.

The aging workforce study identifies and analyzes provisions contained in over 400 Canadian collective agreements. For the purposes of this research an "older worker" is defined as an employee aged 45 or over, unless otherwise specified. Each of the six chapters deals with a particular set of provisions including:

- clauses that have an impact on older workers through work-time organization, including shift work, flexible work-time, overtime and voluntary work reduction;
- leaves of absence—annual vacations, sick leaves and special leaves;
- various types of training, retraining and education, as well as funding schemes;

The projected shortage of sufficient job market entrants and the growing need for experienced, skilled workers may motivate employers to retain the services of older workers beyond the normal age of retirement. Most human resource management practices and policies will have to take into account and address some of the specific needs of older workers.

An increasing number of companies are scouring the Canadian labour market to make better use of under-utilized groups, and older workers are becoming more and more valuable for their skills and experience.

For more information on the older workers study and the rest of the series, visit

<http://labour-travail.hrdc-drhc.gc.ca/worklife>

TRANSITION TO RETIREMENT

Marc Gervais and Michel Fourzly
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada

This article is based on contract clauses found in major Canadian collective agreements covering 200 or more employees in sectors under federal jurisdiction and 500 or more employees in sectors under provincial jurisdiction. Relevant provisions were identified and statistics compiled from the Workplace Information Directorate's Collective Agreement Information Retrieval System database. Negotech, an electronic document dissemination system that includes contract summaries as well as full-text collective agreements, was used in order to identify specific examples and clauses. Because the Directorate's database was under review at the time of analysis, the statistics presented in this article are based on agreements that were in effect in January 1998. This database included 1,077 agreements covering 2,244,122 employees. Although the statistics are based on 1998 data, efforts were made to quote examples from contract clauses taken from the most current collective agreements.

Introduction

The transition from full-time employment to complete retirement is an important step in a person's life. A large number of collective agreements contain clauses pertaining to older employees nearing retirement. In general, their primary purpose has been to encourage early retirement by offering various financial incentives. However, in the current employment context, characterized by a shortage of skilled workers and a rapidly ageing workforce, many agreements now focus on ways and means of retaining older employees or facilitating their transition to retirement.

The need to prepare for retirement has been recognized by employees and employers as well as by union representatives. In order to do so, older employees may require more time off work to make necessary arrangements and, more importantly, to adjust progressively to a new life stage where work will play a much smaller role. Some may also find counselling services and retirement preparation workshops or seminars to be useful.

Given a choice, many older employees, for a number of reasons, would like to gradually reduce their workload rather than end their career in an abrupt fashion. Other employees would like to put off retirement and continue working full-time beyond the normal retirement age or reduce their hours to part-time. Phased retirement programs can accommodate these needs. However, older employees who opt to reduce their working hours, as well as those who opt to work beyond the normal retirement age, need to carefully consider the impact of such decisions on their benefits coverage.

Although many measures to prepare for retirement may be established informally or through an employer policy outside the purview of collective bargaining, a number of collective agreements include specific measures designed to facilitate the transition to retirement. These measures include (a) a variety of pre-retirement leave and vacation provisions intended for older employees, (b) pre-retirement counselling and financial programs offered by employers and (c) gradual retirement and post-retirement-age work options, including deferred retirement and work after retirement.

— This article is an excerpt of a study report entitled "Collective Agreements and Older Workers in Canada" by Michel Fourzly and Marc Gervais. Chapter 6 of the aging workforce study identifies measures designed to ease the passage from full-time employment to complete retirement, including pre-retirement leaves, retirement preparation programs and phased retirement. The full document is available at < <http://labour-travail.hrdc-drhc.gc.ca/worklife> >.

Pre-retirement Leave and Vacations

Pre-retirement leave or vacations can help ageing employees prepare for retirement and facilitate the work-to-retirement transition, by providing them with a "retirement rehearsal" before leaving their jobs.¹ In January 1998, roughly 6.5 per cent of major Canadian collective agreements covering 9.2 per cent of employees (206,797) provided pre-retirement vacations. These clauses vary greatly, ranging from granting regular vacation entitlements for the final calendar year of service when service is interrupted to granting a one-year paid leave of absence. Some include various schemes involving such benefits as vacation entitlements, sick leave credits, sick pay gratuities as well as superannuation allowances. The duration and requirements of pre-retirement leaves also vary from one agreement to the next. However, eligibility usually depends on the employee's age, years of service or a combination of both.

In the absence of clear language in the agreement to the contrary, employees who leave their employment before the completion of the vacation year are entitled only to a pro-rated portion of vacation pay benefits. If a departing employee is to receive his or her full year's vacation pay benefits, this must be expressly stated in the agreement,² as is the case with the following examples.

Simon Fraser University and Canadian Union of Public Employees (1999–2002): "On normal or early retirement taken in accordance with the terms of the Pension Plan for Members of the Administrative Staff, each employee shall be entitled to the same vacation which she/he would have had if she/he had continued working to the end of the calendar year."

Government of British Columbia and B.C. Government and Service Employees' Union (2001–2004): "An employee scheduled to retire and to receive a superannuation allowance under the *Pension (Public Service) Act* or who has reached the mandatory retiring age, shall be granted full vacation entitlement for the final calendar year of service."

However, some agreements grant retiring and soon to retire employees an additional week's vacation as a pre-retirement leave.

Ontario Housing Corporation and Canadian Union of Public Employees, Local 767 (2000–2002): "An employee who has completed twenty or more years of continuous service is entitled to receive, in the year ending with the end of the month in which s/he attains the age of sixty five (65) years, five (5) days vacation leave of absence in addition to his/her normal vacation entitlement (...), such time to be considered as pre-retirement leave."

York University and York University Staff Association (2000–2002): "An employee will be entitled to an extra week's vacation, once, to be taken prior to retirement where the employee has either a) attained the age of sixty (60) and where age plus service equals eighty (80); or b) attained the age of fifty-five (55) and where age and service equals eighty (80) and that employee has officially notified the University of their intention to retire prior to age sixty (60)."

Some agreements allow senior employees to bank vacation time during the years leading up to retirement and use it as pre-retirement vacation.

Lake Erie Steel Company Limited and United Steelworkers of America, Local 8782 (2000–2004): "An employee with twenty-two (22) or more years of service will be entitled to defer up to two (2) weeks of his/her annual vacation entitlement per year – up to a maximum of eight (8) weeks – to be taken as pre-retirement vacation immediately prior to his/her retirement date."

Champion Road Machinery Limited and International Association of Machinists and Aerospace Workers (1998–2002): "Employees with a minimum of four (4) weeks vacation and at least 50 years of age may bank weeks in excess of three (3) weeks vacation entitlement for use prior to retirement."

¹ Malcolm H. Morrison, *The Transition to Retirement*, Washington: Bureau of Social Science Research, 1985.

² Jeffrey Sack and Ethan Poskanzer, *Contract Clauses: Collective Agreements Language in Canada*, 3rd Edition, Toronto: Lancaster House, 1996–2001.

At least one agreement allows employees to use all or part of their banked overtime hours as a pre-retirement leave.

Ottawa-Carleton Regional Transit Commission and Amalgamated Transit Union, Local 279 (1999–2002): "Any banked hours (...) may, at the discretion of the employee, be used [as]: (...) A pre-retirement leave bank, in which the employee may place all or part of the banked overtime hours. When transferred, each hour will be credited into the retirement leave bank as an hour and a half. All remaining hours in the overtime bank will be paid out to the employee in a lump-sum prior to the end of the calendar year, at the rate of one and a half times the employee's job classification rate. Hours in an employee's pre-retirement leave bank may, at the discretion of the employee, be used to advance the employee's departure from active employment prior to his or her official retirement date or be paid out in cash at the actual time of retirement."

Other agreements grant a certain amount of days off for each completed year of service. Employees are usually given the choice of taking the time off or requesting a lump-sum payment.

Halifax Regional Municipality and Nova Scotia Union of Public Employees, Local 13 (1997–2001): "All employees, after ten (10) years of continuous, permanent service with the employer, shall, upon retirement under any of the provisions of the pension plans of Halifax Regional Municipality, be entitled to receive a pre-retirement leave with pay computed on the basis of three (3) calendar days for each completed year of service with the employer, up to a maximum of ninety (90) days at the rate of the current salary. An employee entitled to receive pre-retirement leave may choose to work all or a portion of the pre-retirement leave period and, where such a choice is made, shall receive a lump-sum payment for any entitlement not taken as leave."

Deer Lodge Centre Inc. and Public Service Alliance of Canada (1998–2002): "Full-time employees retiring in accordance with the provisions of the Centre's group pension plan whether or not enrolled in the pension plan, shall be granted paid pre-retirement leave on the pro-rated basis of four (4) days per year of continuous employment. (...) Payment shall, at the option of the employee, be made in a lump-sum or as a continuation of salary until the scheduled retirement date."

Regional Health Authorities of Manitoba and Manitoba Association of Health Care Professionals (1999–2003): "Employees retiring due to normal retirement age, or in accordance with provisions of the Employer's group pension plan, shall be granted paid pre-retirement leave on the basis of four (4) days per year of employment."

At least one agreement grants a pre-retirement leave of one week in the fiscal year in which the employee meets the age and service requirements for such leave, and in up to five fiscal years thereafter.

Canada Post Corporation and Canadian Union of Postal Workers (2000–2003): "In addition to vacation leave provided for under this agreement, a regular employee who attains fifty (50) years of age and completes twenty (20) years of continuous employment or, attains sixty (60) years of age and completes five (5) years of continuous employment, shall be entitled to be paid a pre-retirement leave of one (1) week in the fiscal year in which he or she becomes eligible for such leave and in every fiscal year thereafter until the employee's retirement up to a maximum of six (6) weeks pre-retirement leave from the time of eligibility until the time of retirement. An employee may elect to take her or his fifth (5th) and sixth (6th) weeks of pre-retirement leave during the same year."

Many agreements contain contract clauses detailing potentially longer pre-retirement leaves. However, these are not always paid and they may or may not include benefits.

Vancouver Community College and Vancouver Community College Faculty Association (1998–2001): "In order to allow an instructor nearing retirement age to prepare for retirement, (...), an instructor shall be granted a leave of absence of between three (3) and twelve (12) consecutive months. (...) Retirement preparation leave shall be unpaid, but shall carry with it the following benefits: medical, extended health, group life, and dental insurance benefits; provided the instructor elects to continue to pay the instructor's portion of pension contributions and is given permission to do so by the Superannuation Commission, the College shall continue to make its payments for the entire duration of the leave; a stipend of \$1,000 per month for full-time instructors and pro-rata for part-time instructors and instructors on part-time leave; instructors taking Retirement Preparation Leave may opt for the continuance of short and long-term salary indemnity by payment of the necessary premiums."

Comité patronal de négociation pour les commissions scolaires francophones and Syndicat des employés et employées professionnels-les et de bureau (FTQ), Local 57 (2000–2002): "In order to reduce the number of employees on layoff, the commission shall, with the agreement or at the request of the employee, grant pre-retirement leave, under the following terms and conditions: 1) the pre-retirement leave is a leave with pay for a maximum duration of one (1) year (...); 3) only employees who would have been entitled to retire at the end of the leave and who would not have been entitled to full retirement during the leave are eligible; 4) at the end of the leave with pay, the employee is deemed to have resigned and is retired; 5) the leave allows a reduction in the number of permanent employees on layoff." [Translation] This pre-retirement leave provision was negotiated as a means of reducing the number of surplus employees.

Many agreements with pre-retirement leave provisions have mechanisms that allow employees to use their accumulated sick leave credits or sick pay gratuities as a retirement preparation leave.

Government of Quebec and Syndicat de la fonction publique du Québec (2000–2002): "An employee who opts for permanent, full retirement may, (...) choose (...) full pre-retirement leave, the duration of which is equal to a portion of accumulated sick leave and, at the same time, offsetting benefits corresponding to half of unused sick leave credits; the offsetting benefits shall in no case exceed sixty-six (66) days' gross salary (...)." [Translation]

Government of Yukon and Yukon Teachers' Association (2000–2003): "An employee who retires from the Public Service and who is eligible for an immediate annuity or an immediate allowance as defined under the *Public Service Superannuation Act* may convert up to a maximum of thirty-three and one-third per cent (33 1/3%) of the total earned but unused sick leave credits, to a maximum of three-hundred (300) hours, to be paid pre-retirement leave. Such pre-retirement leave shall be taken during the period immediately prior to the employee's effective date of retirement. An employee may elect to receive an equivalent cash payout in lieu of pre-retirement leave."

Toronto Police Services Board and Toronto Police Association (1999–2001): "A member may use up to six months of his/her sick pay gratuities in time rather than in pay, immediately prior to retirement. (...) The member may also decide to take a portion of his/

her sick pay gratuity in time and the remainder in lump-sum payment."

Finally, at least one agreement allows employees to take their retirement pay or allowance as a pre-retirement leave of absence.

Government of British Columbia and B.C. Government and Service Employees' Union (2001–2004): "Upon retirement from service, an employee who has completed 20 years of service with the Employer, and who under the provisions of the *Pension (Public Service) Act* is entitled to receive a superannuation allowance on retirement, is entitled to an amount equal to their salary for one month, and for each full year of service exceeding 20 years but not exceeding 30 years, is entitled to an additional amount equal to one-fifth of their monthly salary. The employee may opt to take the allowance as equivalent paid leave of absence to be taken immediately prior to retirement."

Retirement Preparation Programs

In January 1998, clauses pertaining to counselling services appeared in 13.4 per cent of major Canadian collective agreements covering 19.2 per cent of employees (431,601). Some programs offer help to workers nearing retirement in areas such as health care, financial planning, housing arrangements, life adjustments, legal matters, organization of leisure time and job finding skills for a second career. These may help older employees prepare for new challenges while alleviating possible anxiety.

Contract clauses offering a pre-retirement counselling program or seminar are relatively short and provide few details. In almost all cases, however, these provisions stipulate that this service will be financed and, whenever possible, provided by the employer.

Irving Paper and Communications, Energy and Paperworkers Union of Canada, Local 601 (1999–2005): "The company agrees to provide, at no cost to the employee, a pre-retirement counselling program."

Canadian Forest Products Limited and Pulp, Paper and Woodworkers of Canada (1997–2003): "The Company will provide a pre-retirement counselling program. The Company will involve the Union in the design of the program."

General Electric Canada Inc. and Communications, Energy and Paperworkers Union of Canada (2001–2004): "The Company undertakes to provide within a six (6) month period, a pre-retirement information program for employees aged 55 or older. In the event that the program is not delivered as part of a group program, the Company shall then, with prior approval, reimburse the employee and/or his/her spouse for the registration fees charged for such a program offered by a public body (...)." *[Translation]*

Some agreements specifically state the nature of the counselling service to be offered (e.g. financial).

Concordia University and Concordia University Faculty Association (1998–2002): "Members who retire in accordance with the retirement plans in Article 42 [Retirement] shall be provided with financial counselling."

Government of Nova Scotia and Nova Scotia Government Employees' Union (1997–2000): "The Employer will arrange financial counselling for employees who express interest in accepting an Early Departure Incentive Plan (EDIP) severance payment. This counselling will be arranged as soon as reasonably possible. The cost of the financial counselling shall be borne by the Employer, payable to an approved service provider."

Phased Retirement

Phased retirement is broadly defined as any program allowing for gradual decreases in working time and workload instead of an abrupt move from full-time employment to retirement.

Phased retirement may take one of two forms: a pre-retirement gradual reduction in hours (or days) of work or post-retirement part-time work for pensioners who wish to remain employed.

From the employers' point of view, phased retirement programs can be useful to retain older skilled employees who would otherwise retire (especially in sectors where there is a shortage of entry-level job applicants), to reduce labour costs, or to arrange the training of new hires by older employees. They also allow employers to plan attrition.

Phased retirement can also be beneficial for older employees. It helps them to gradually ease into retirement while maintaining a higher income than they would receive if they relied on their pension alone.

Gradual Retirement (Pre-Retirement)

Increasingly, collective agreements contain pre-retirement or gradual retirement programs. The requirements and conditions of these programs, as well as their impact on benefits, vary from one agreement to the next. The period of time preceding retirement within which an employee can reduce his or her workload also varies. This period may range from one to five years.

The following contract clauses highlight these variations.

Government of Quebec and Syndicat de la fonction publique du Québec (2000–2002): "This retirement is characterized by the fact that the employee, for a minimum of one (1) year and a maximum of five (5) years immediately preceding his permanent, full retirement, may work part-time according to a predetermined schedule and subject to the conditions of work applicable to part-time employees. The phased retirement may involve a decreasing number of hours worked per week, to a minimum of fourteen (14) hours. During this period, the number of hours in the employee's new work-week becomes his guaranteed week. For retirement planning purposes, full recognition is given to service during the phased retirement. The cost of this measure is shared equally between the employer and the employee participating in the program." *[Translation]*

IPL Inc. and Service Employees International Union, Local 800 (2001–2004): "The Employer shall grant a reduction in the employee's work-week with respect to a position that he holds for the purpose of phased retirement, on condition that he: (a) is a regular employee; (b) has accrued ten (10) years' seniority; (c) is at least sixty (60) years old; (d) applies in writing at least ninety (90) days before the phased retirement is to take effect, indicating the desired reduction of hours, the desired schedule and the effective date. An employee may cancel his phased retirement at any time but must advise the Employer at least thirty (30) days in advance. An employee who takes a phased retirement continues to accrue seniority based on his status before the phased retirement took effect. During the phased retirement,

the employee is entitled to all the benefits under the collective agreement pro-rated according to his hours of work." [Translation]

Northern Telecom Canada Limited and Canadian Union of Communication Workers (2000–2004): "An employee who (...) will be eligible within the next twenty-four (24) months may request to participate on a voluntary basis in the pre-retirement program. After a period of twenty-four (24) months maximum, he shall proceed on pension. (...). The employee will be requested to work three (3) or more regular work days per week (...). For the duration of the program, continuous service will be accumulated as if the employee was working regular hours. (...). The employee will maintain the rate of pay in effect at the time of his participation. (...). Vacation pay will be calculated as if the employee was normally at work."

Rolls-Royce Canada Limited and International Association of Machinists and Aerospace Workers (1999–2002): "To be eligible for progressive retirement, an employee must be 55 years old and have ten (10) years of service. The number of employees who will be allowed to take progressive retirement will be limited to 3% of the total number of employees (...). During the period of the progressive retirement, employees must work at least three (3) days per week. The days not worked (the progressive retirement days) must be Mondays in a four (4) day workweek context and Mondays and Tuesdays, in a three (3) day workweek context. Working hours not worked by employees on progressive retirement must be filled in a way not to create prejudice to the work schedule and no additional costs. (...) The calculation of the pension will be established according to the earned reputed salary."

The world of academia is an ideal setting for the implementation of gradual retirement programs due to its particular work-time organization. It is therefore not surprising that many universities allow their professor to gradually reduce their teaching workload.

Concordia University and Concordia University Faculty Association (1998–2002): "A member who is at least fifty-five (55) years of age may choose to retire gradually over a period not to exceed three (3) years, such that full retirement will occur no later than the June 1st following age sixty-five (65). (...) At the start of gradual retirement, the Employer shall reduce the member's workload normally on the basis

of seventy-five per cent (75%) of a full workload in the first year, to fifty per cent (50%) of a full workload in the second year, and to twenty-five per cent (25%) of a full workload in the third and final year, without reduction in salary. In the third year only, the member may request to have no workload assigned for a fifty per cent (50%) reduction in nominal salary. In this latter case, a member who is a participant in the university benefit plans shall continue to participate in the plans. The Employer's contributions shall be based on full nominal salary and coverage in the university pension plan, the life insurance plan and the long-term disability plan shall be based on the full nominal salary of the member. Should the member be a contributing member, the member's contributions shall be based on full nominal salary."

The Concordia agreement also includes a "special reduced-time arrangement leading to retirement" clause. Although this arrangement is not as monetarily advantageous as the gradual retirement program described above, it does provide older employees with another flexible work alternative as they near retirement. "Any member aged fifty-five (55) years or over with ten (10) or more years of service shall be eligible for a special reduced-time arrangement whereby the member's duties and responsibilities are reduced up to fifty per cent 50% each year for a maximum of five (5) years leading to retirement. The annual workload reduction agreed to at the time the arrangement is approved shall be a percentage reduction from the annual workload assignment. (...) Should the reduction in duties be fifty per cent (50%) the member shall be paid an additional one and one-half per cent (1.5%) of the said nominal salary for each year of full-time service at the university in excess of ten (10) years up to twenty (20) years of full-time service, to produce an annual salary not exceeding sixty-five per cent (65%) of the nominal salary."

Board of Governors of Ryerson Polytechnic University and Ryerson Faculty Association (1998–2001): "(...) the University shall make every reasonable effort to accommodate such Faculty members who request a fifty per cent teaching workload reduction with all of the required teaching done in one specified semester. (...) During the period(s) of reduced workload/reduced salary, a Faculty member shall receive benefits coverage as if he/she were employed on a full workload/full salary basis, and he/she shall make contributions accordingly, except that, as regards the Long-Term Disability Protection Plan, this provision shall be operative only for a maximum of two years

and that thereafter for any remainder of the reduced workload/reduced salary period, the coverage under that plan shall be provided on the basis of the reduced salary. Subject to applicable pension plan provisions, the Faculty member and the University will continue to contribute to the pension plan on the basis of the Faculty member's full normal salary level, with the objective of not affecting adversely either the Faculty member's future pension or the funding basis of the pension plan."

In some agreements, reduced work-time arrangements leading up to retirement are considered a leave of absence without pay and are treated as such (subject to the usual requirements).

University of Alberta and Association of Academic Staff (2000–2002): "A staff member shall be entitled to a reduced workload (i.e. leave without pay from a portion of duties) if the staff member agrees in advance to retire immediately upon the completion of the leave period.

"Reduced workload shall be one of the following:

Options	Reduced workload basis (leave without pay)	Maximum period of reduced workload	Basis of salary	Maximum age at beginning of reduced workload
1	from 50% of duties	2 years	1/2 pay	63 years
2	from 66 2/3% of duties	3 years	1/3 pay	62 years
3	from 75% of duties	4 years	1/4 pay	61 years

"During the period of reduced workload, the staff member shall be eligible to participate in full in the benefit programs (...) with the Board paying the full premium cost of such participation. Subject to the provisions of the Universities Academic Pension Plan, the staff member may choose to establish the leave period as pensionable service under that plan and, if so, the Board and the staff member shall make the appropriate contributions calculated on the basis of unreduced salary rate."

Instead of progressively reducing the number of hours worked over a certain period of time, as is often the case with pre-retirement programs, at least one agreement allows employees approaching retirement to change their status from full-time to part-time.

Canada Safeway Limited and United Food and Commercial Workers Union, Local 2000 (1997–2003): "The Union and the Employer agree to establish a pre-retirement phase-out program whereby, (...), full-time employees may change positions with part-time employees (...) The full-time employee shall retain his/her seniority date and shall be scheduled the restricted number of hours. If hours up to the stated restriction are not available, the employee shall have the option of returning to full-time status, commencing with the next posted work schedule."

Post-Retirement-Age Work Options

A few organizations have established programs to give older employees, particularly those whose skills and experience are in high demand, the option of continuing to work past the normal retirement age. This can be done through offering deferred retirement and/or part-time or temporary employment to retirees.

Although these programs appear mainly in the largely non-unionized service industries, some collective agreements, albeit very few in number, do contain provisions pertaining to post-retirement work.

Deferred retirement

A number of agreements give employees the possibility of extending their employment past the normal retirement age, usually subject to employer approval and/or proof of physical and mental fitness. Conditions of employment remain essentially the same as those of other regular employees.

While mandatory retirement age is set at 65 in the majority of jurisdictions, some contract clauses leave room for a wider interpretation. For example, the use of the term "normally" in the following clause may give some flexibility and allow, in exceptional cases, deferred retirement.

Board of Governors of Ryerson Polytechnic University and Ryerson Faculty Association (1998–2001): "Normally, a Faculty member shall retire on August 31 following his/her 65th birthday."

Some agreements specifically allow workers to work beyond normal retirement age. The length of time varies from one agreement to the next.

Canada Fishing Company (British Columbia Coast) and National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (2001–2005): "Normal retirement age is 65 for all employees and an employee will retire by December 31 of the year in which their 65th birthday occurs. In certain circumstances, where, in the opinion of their supervisor and manager, an employee can satisfactorily carry out their duties and if the employee is physically and mentally able to carry out their duties mandatory retirement will be extended for up to two years."

Work after retirement

Other agreements allow some employees to continue their employment, typically on a part-time basis, after they have retired. Among other things, this provides older workers with an opportunity to supplement their pension income and maintain a number of benefits.

Université du Québec à Montréal and Syndicat des chargés de cours de l'Université du Québec à Montréal (2000–2002): "A departmental meeting may exclude from the postings a number of course loads which shall not exceed, per annum and for the University overall, eight per cent (8%) of the total of course loads not assigned to professors and language teachers when the departmental meeting, prior to the posting, decides to recommend to the University: (...) the hiring of professors of the University who are retired, within the meaning of the various plans applicable, up to a maximum of ten (10) course loads/session for the fall and winter sessions, for the University overall." [Translation]

University of Manitoba and University of Manitoba Faculty Association (1998–2001): "A Member who has achieved his/her 69th birthday, (...) shall retire or continue in his/her position on a half-time appointment (...)."

Toronto French School and Alliance des enseignants de la Toronto French School (1999–2002): "Nothing herein shall preclude the Employer from hiring a retired employee pursuant to a contract having a term of one year or less, and so on from time

to time, provided such hiring does not create a surplus staff situation or reduce the teaching load of other employees."

Although all of the preceding examples were in the education sector, related clauses were also negotiated in the airline industry.

Air Canada and National Automobile, Aerospace, Transportation and General Workers Union of Canada, Local 2213 (CAW-Canada) (1999–2002): "It is agreed and understood that the provisions of the Collective Agreement shall apply to those employees who elect to participate in this retirement phase-in program, except as modified by the following: 1. Employees who are eligible to retire with pension (...) and who wish to participate in the program will request a change of status (...), and shall notify the Company of their intent to retire with pension at the same time. (...)"

With respect to the previous example, in the purview of the retirement phase-in program (with part-time employment), former employees receiving their pensions have the opportunity of maintaining their employment on a part-time basis (under this program, it is impossible to revert to full-time status, whatever the circumstances), until they reach normal retirement age (65) or terminate their service with the company. To qualify for this program, employees must be eligible to retire with pension. This is also subject to vacancies being available. Under this program, employees cease to contribute to the pension plan or to accrue additional allowable service under the plan; and although they remain on the seniority list, no additional seniority or company service can be accumulated. Benefits available are the same as those offered to retirees and part-time workers.

Impact on benefits coverage

Older workers must take into account many different factors before deciding to work beyond the normal age of retirement or changing their status from full-time to part-time. For example, in some agreements, a number of employment benefits are no longer available to older workers once they reach normal retirement age or become eligible for a pension. This is almost always the case for long-term disability insurance (since a pension is presumed to offer an adequate replacement income to disabled employees).

Harmac Pacific Incorporated and Pulp, Paper and Woodworkers of Canada, Local 8 (1997–2003): "The Welfare Plan will include a Long-Term Disability Plan which will provide benefits of 50% of regular weekly earnings calculated at 40 times the disabled employee's hourly straight time job rate at date of onset of disability, plus any negotiated increases to that hourly straight time job rate (...). In any event, benefit payment will not be paid beyond age 65 and in all cases, will cease on recovery."

However, other important benefits may also be withdrawn from older employees who decide to pursue their careers past the age of 65 or the age of retirement, if lower.

Air Canada and Air Canada Pilots Association (2000–2004): "All benefits will cease for all employees upon attainment of age 60."

Government of Ontario and Ontario Public Service Employees' Union (1999–2001): "Supplementary Life Insurance will terminate at the earlier of either the end of the calendar month in which the employee ceases to be a civil servant or, if the employee continues to be employed after age sixty five (65), on the first day of October following the employee's sixty fifth (65th) birthday, (...)." Dependents' life insurance is also terminated correspondingly.

Provincial Health Authorities of Alberta and United Nurses of Alberta (2001–2003): "Dental Plan (...) coverage ceases on the date of termination from employment or the date the Employee attains age sixty-five (65), whichever occurs first."

Bombardier Inc./Canadair and International Association of Machinists and Aerospace Workers, Montréal Aircraft Lodge 712 (1997–2001): "Notwithstanding the provisions of this clause 30 [Group Insurance], benefits therein described will be

modified as follows for employees who would elect to continue working after age 65: Life Insurance: \$7,500 [compared with \$25,000 for younger employees]; Accidental Death and Dismemberment Insurance: Ineligible; Long Term Disability Coverage: Ineligible."

Finally, the potential loss of benefits when changing status from full- to part-time employment may constitute a serious disincentive for older employees who wish to reduce their working time. However, clauses that specifically grant part-time employees access to various benefits, even if pro-rated, can offer ageing employees more flexibility, and possibly improve and prolong their working lives.

Zehrs Markets and United Food and Commercial Workers Union, Local 1977 (2000–2006) have agreed to give part-time employees who have a minimum of two years of continuous service and who have worked at least 600 hours the previous year benefits that are very similar to those working full-time. They have the right to a pension, a dental plan as well as vision care and prescription drug care, although in the last two cases, these benefits do not generally apply to dependants.

Purolator Courier Limited and International Brotherhood of Teamsters (2001–2004): "All part-time employees who have eighteen (18) months or more of service and who are regularly scheduled for more than twenty (20) hours per week shall be eligible for the benefits program."

Emergency Medical Care Incorporated and Nova Scotia Government Employees Union (1999–2002): "'Regular Part-time Employee' is an employee who is hired for and regularly scheduled to work less than the full-time hours of work as provided in this Agreement on an indefinite basis. Regular part-time employees shall be entitled to benefits pro-rated on the basis of regularly scheduled hours of work, except as otherwise agreed to by the parties."

Provisions Regarding Benefits and Wages for Part-Time Employees in Employment Standards Legislation (Saskatchewan and Quebec)¹

Two provinces, Saskatchewan and Quebec, have provisions in their labour legislation that specifically pertain to part-time employees' benefits or wages.

Reforms to Saskatchewan's *Labour Standards Act and Regulations* in 1994–1995 brought changes designed to improve conditions for part-time employees. Amendments enacted at the time require employers who have at least 10 full-time-equivalent employees to extend to eligible part-time employees certain benefits that are provided to full-time employees. These benefits consist of dental, group life and accidental death and dismemberment plans providing individual coverage, as well as prescription drug plans covering employees, their spouses and their dependants. Eligible employees who work, on average, 15 to 30 hours per week are normally entitled to 50 per cent of the level of benefits provided to full-time employees; those who work on average 30 or more hours per week are entitled to the full level of benefits. Except where a benefit formula is based on the employee's earnings—in the case of group life or accidental death and dismemberment plans—the level of benefits is to be calculated on the same basis as for full-time employees.

To be eligible, employees must have been continuously employed and have worked at least 390 hours during a 26-week qualifying period. (A plan's own qualifying period, where there is one, also has to be completed.) To maintain eligibility, employees who have been employed for at least one year must have worked a minimum of 780 hours in the previous year (15 hours per week on average). However, time that would have been worked had the employee not taken a leave pursuant to the *Act* (e.g. public holidays, annual vacation, parental leave) is counted in determining whether the 780-hour threshold is attained. Finally, Saskatchewan's *Labour Standards Regulations* specify that an employer is not obligated to provide benefits to a full-time student. Employees exempted from the application of the *Labour Standards Act* (e.g. sitters, certain agricultural workers) are not entitled to benefits.

With respect to wages, Quebec's *Act Respecting Labour Standards* stipulates that no employer may remunerate an employee at a lower rate of wage than that granted to other employees performing the same tasks in the same establishment for the sole reason that the employee usually works fewer hours each week. However, this provision does not cover some employees excluded from its scope (e.g. certain care providers, construction workers and students in job induction programs). Neither does it apply to an employee whose rate of pay is more than twice the minimum wage. Moreover, an employer may not reduce a part-time employee's annual leave, or vacation pay, in comparison to what is provided to other employees performing the same tasks, for the sole reason that the employee usually works fewer hours each week.

It should be noted that many jurisdictions in Canada, including Saskatchewan and Quebec, provide for the pro-rating of statutory holiday pay for employees with irregular or part-time schedules.

¹ Prepared by Labour Law Analysis, Strategic Policy and International Labour Affairs, Labour Program, Human Resources Development Canada. This information is based on legislation in force on February 1, 2002.

Conclusion

It is apparent that older employees need to adequately prepare for life after work. Major Canadian collective agreements reflect this need and contain provisions that specifically deal with the work-to-retirement transition. Contract clauses dealing with pre-retirement leave or vacations and retirement counselling programs are two such examples.

Furthermore, collective agreements increasingly contain programs that allow employees to ease into

retirement by gradually reducing the number of hours worked. Some employees prefer to defer retirement and continue to work beyond the normal age of retirement. These workers can benefit from provisions allowing for deferral and part-time work opportunities after retirement. Opting for one of these measures may, however, affect an employee's benefits while still employed, in terms of contributions and access, as well as in terms of the amount of pensionable income to be received once retired.

THE CANADIAN INDUSTRIAL RELATIONS SYSTEM—OPTIONS FOR REFORM

A Conference Board of Canada Research Project

The Conference Board of Canada is currently undertaking a research project on the industrial relations system in Canada. This initiative, funded by the Labour-Management Partnership Program of Human Resources Development Canada and the Conference Board of Canada, includes the full participation of leaders within the labour movement, business and academia.

Over the past several years, in partnership with government and the private sector, The Conference Board of Canada and its Organizational Performance division have undertaken various initiatives to examine employment-related issues and best practices at the level of organizations and public policy. Examples of our past and recent reports in the areas of labour relations and workplace change include:

- *Industrial Relations Outlook (annual report)*
- *Contingent Work: Trends, Issues and Challenges for Labour*
- *Building Success Together: Innovative Labour-Management Partnerships in the Public Sector*
- *Values for Success in Unionized Organizations*
- *Preventing Workplace Violence: Towards an Aggression-Free Workplace*
- *Work-Life Balance: Are Employers Listening?*
- *What to do Before the Well Runs Dry: Managing Scarce Skills*
- *Tapping the Talent of People with Disabilities: An Employers' Guide*
- *Your Workforce Is Ageing: Are you Ready?*

The Board's long history and expertise in the area of labour relations, as well as its strong reputation for excellence in research and knowledge generation, stand as a substantial base on which to launch and successfully complete this initiative.

The Project

If recent history is an indication, the collective bargaining environment in this country has seen vast changes. Consider the following:

- Work time lost due to strikes and lockouts has fallen for over 20 years;
- The use of joint labour-management initiatives continues to rise;
- Union and business leaders are finding closer alignment in corporate strategies.

Considering the fact that the Canadian labour relations system was largely created in an industrial age, can it now adjust to the new economic realities of trade liberalization and globalization? If so, what are the options for reform?

This project will aim to improve collaboration among all stakeholders in the current labour relations environment. In attempting to answer the question—"Is there a better way?"—this research will assess the current system of labour relations in Canada and discuss future options for improvement. Questions to be considered include the following:

- *What are the strengths and weaknesses of the current system?*
- *Is the current adversarial approach the best possible option?*
- *Are legislative changes required?*

- *Who needs to be involved and what role can they play in improving the system?*
- *What can Canadian practitioners learn from international experiences?*
- *Is there common ground for industry and labour on system changes?*

The Methodology

The methodology for this research will include four main activities:

1. A comprehensive *literature search* will be completed, assessing the current system of industrial relations in Canada as well as experiences in other industrialized countries;
2. A *survey* of leading thinkers and practitioners in the field, including representatives from government, labour, business and academia, will be undertaken to identify issues, challenges and opportunities for change;
3. A structured *roundtable* of 10 to 15 leaders from among the key stakeholder groups will be convened to identify and explore "alternative futures;"
4. Personal *interviews* will be conducted among 10 additional leaders to solicit their views on the future of the Canadian Labour Relations system and their reactions to the "alternative futures" identified throughout the project.

The work on this important project is currently ongoing. The final report will be completed by December 2003.

For further information or clarification on this proposal, please contact either:

Prem Benimadhu
Vice-President
Telephone: (613) 526-3280
E-mail: benimadhu@conferenceboard.ca

or

Derrick Hynes
Senior Research Associate
Telephone: (613) 526-3280
E-mail: hynes@conferenceboard.ca

Coming in a Future Issue!

Excerpts from the report will be highlighted as they become available.

THE NATIONAL JOINT COUNCIL AND THE DEVELOPMENT AND FUTURE OF LABOUR-MANAGEMENT CONSULTATION IN THE CANADIAN FEDERAL PUBLIC SERVICE

Richard P. Chaykowski
Queen's University

Introduction

Over the past several decades, the precipitous decline of American unionism, the erosion of private sector union density in Canada, the rise of advanced human resource management practices, and the focus on workplace innovation have all been front and centre on the industrial relations stage (Verma and Chaykowski 1999). Among these developments, the search for greater union-management cooperation reflects recognition on the part of management and unions that it can yield "mutual gain" and reduce costly conflicts (Chaykowski 2001). These benefits have been viewed as even more important in the current era of increased competition and the transformation of production and work systems.

Innovative approaches to labour relations are often associated with the private sector, and this perception probably holds for cooperative approaches as well. But the federal public service has a rich history of efforts to develop new approaches to consultation and cooperation. Perhaps foremost among these efforts has been the work of the National Joint Council. Founded in 1944, it became a unique and innovative vehicle for achieving a significant degree of labour-management consultation. Over the period from 1945 to 1967, the Council became firmly established as a formal institutional arrangement for facilitating substantive consultation on a wide range of employment matters in the civil service (Barnes 1974). In practice, the National Joint Council demonstrated an ongoing capacity to achieve major improvements in the terms and conditions of employment.

The advent of unionism and collective bargaining in the federal civil service in 1967 at first seemed to threaten the viability of the National Joint Council, as the parties turned to collective bargaining as the main vehicle to conduct labour relations (Chaykowski 2000).

The unions, however, soon experienced repeated actions, by successive governments, to suspend the right to strike and to limit strike effectiveness through the process of increasing the proportion of designated employees and by the outright imposition of employment terms (Swimmer 1995; Panitch and Swartz 1984; Thompson and Ponak 1992). On the other hand, the Council continued to provide a forum for active engagement: marginal, steady gains in the terms and conditions of employment continued to be achieved, the mechanisms for the operation of the Council continued to be strengthened to make it more effective, and it enjoyed tremendous credibility as a meaningful bipartite institution (Chaykowski 2000). While collective bargaining had become the centrepiece of federal public service labour relations, over time, its own limitations ultimately contributed to the parties' renewed interest in strengthening the functioning and role of the National Joint Council.

At the beginning of the 21st century, the system of labour relations in the federal public sector is uniquely structured. Labour relations is conducted through both conventional collective bargaining and through consultation at the National Joint Council. But the system is in troubled waters. The scope of the Council is limited to dealing with service-wide issues, meaningful collective bargaining has not developed, attempts by management to introduce advanced human resources practices have floundered, and the need for "renewal" of the civil service is becoming urgent (Swimmer 1995; Chaykowski 2000; Lowe 2001). Against this backdrop, the federal government established the Fryer Committee to examine labour-management relations in the public service and to recommend changes with a view to renewing labour relations.

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In this paper, I examine the past development of, and future prospects for, labour-management cooperation in the federal public service of Canada. The main focus, however, is on the National Joint Council, in part because of its prominent role in contemporary times but, also, because it figures prominently in the Fryer Committee's recommendations regarding the future direction of public service labour relations. Then, I briefly consider the parallel development of labour-management cooperation in the private sector, in order to provide a context for the interest in, and evolution of, consultation in the public service of Canada.

I then provide a model for organizing the different approaches and institutional arrangements by which labour-management consultation has evolved in the federal public service. Finally, I proceed to focus on the three areas in which consultation has evolved in the federal public service. First, I examine the development of the National Joint Council, since it has been the primary bipartite mechanism by which consultation has occurred; second, I briefly assess the development of selected consultation approaches that have been either proposed or initiated by management, which may be viewed as falling under the rubric of human resource management initiatives; and third, I consider briefly the arrangements that became contractually available through collective agreements once unions were established in the public service. I conclude with an assessment of the future prospects for the Council, and for consultation more generally, in the federal public service.

Consultation and Cooperation in Canadian Private Sector Labour Relations

The Traditional "Job Control" Industrial Model⁽¹⁾

Up to the 1980s, what has commonly been characterized as the "traditional" industrial relations system remained entrenched in the Canadian private sector. In this system, organizational structures were typically hierarchical and "top down," particular jobs were highly structured, requiring a limited skill set, and subject to close supervision.

These characteristics gave rise to what has been called "job control unionism," in which increasing worker control over all aspects of the job (e.g. wages, job security and working conditions) became central to union interests. In this context, the conduct of labour relations was identified by mutual distrust between the parties and adversarial approaches to collective bargaining, clearly defined and separated roles for management and unions in the workplace, and a heavy reliance on a standardized, yet complex, set of rules governing workplace relations.

Not surprisingly, many of these characteristics of private sector labour relations came to characterize labour relations in the public sector once bargaining rights were established.

⁽¹⁾ The characteristics of the traditional workplace and labour relations system are thoroughly described by Cappelli et al. (1997) and Kochan, Katz and McKersie (1986) for the United States and by Chaykowski and Verma (1992) and Verma and Chaykowski (1999) in the Canadian setting.

By the mid-1980s, in many private sector industries, the characteristics of traditional organizations and labour relations had begun to change under the combined pressures of increased competition (arising through either the extension of product and capital markets internationally or the deregulation of domestic markets), increasingly pervasive changes in production technologies and changes in work systems.¹ The nature and the extent of change in industrial relations have generally varied across and within industries, often as management and unions have sought to tailor changes to the circumstances of individual firms and workplaces.

Among the most important changes in the conduct of industrial relations in the 1990s has been the attempt to reduce the degree of adversarialism between labour and management and, in some cases, to establish some level of cooperation between labour and management. In collective bargaining, this has manifested itself in attempts to find more innovative bargaining approaches (e.g. interest-based or mutual gains bargaining)

¹ Even so, the conduct of industrial relations in many firms and industries has retained many of the basic elements of the traditional system. Refer to Verma and Chaykowski (1999), Chaykowski and Verma (1992) and Betcherman et al. (1994) for a discussion of the evolution of industrial relations in Canada.

that reduce costly overt conflict.² In the workplace, employee participation also appears to matter to management because it is often viewed as an important supporting factor in the introduction of new production technologies or in efforts to increase organizational flexibility (Marshall 1992, 292–295). More generally, management has typically been the initiator of efforts to increase employee involvement and cooperation, primarily because participation has been viewed as an element of so-called "high-performance work systems."³

However, unions have remained sceptical about management motives for introducing programs to increase employee participation, often because they fear attempts to circumvent the union (i.e. generally, or on workplace change issues), or they are concerned that employee involvement programs may be introduced in conjunction with organizational change that involves job loss (Verma 1995, 296–298, 301). On the other hand, unions also recognize that increased employee participation in the workplace can serve to increase employee "voice."

Unions have remained most interested in increasing cooperation and participation through joint labour-management committees that are negotiated through collective bargaining. This approach to cooperation is not new and here, also, unions are concerned that joint committees be vested with real decision-making authority. What does appear to have changed over the period from the 1970s to 1990s is that the number of firms and unions that have pursued this avenue, the influence that joint committees have in the workplace and, in some cases, their decision-making authority have all increased (Verma and Chaykowski 1999). While joint committees in the Canadian private sector tend to span a diverse range of employment issues, most tend to be advisory.

The development of more cooperative approaches to labour-management relations evolved, therefore, out of a recognition that traditional "arms-length" approaches alone were not sufficient to address many workplace issues deemed to be in the best interests of both parties (e.g. health and safety, training) and to meet the intense economic and social pressures of the 1980s and 1990s. The response was to broaden the scope of the labour-management relationship by moving in the direction of reducing conflict within collective bargaining, by developing joint labour-management initiatives that operated during the term of the collective agreement, and by developing new approaches to enhancing cooperation and involvement.

Cases of the Evolution of Joint Labour-Management Committees in the Private Sector

At Inco Limited, the progressive development of contractual joint union-management committees has evolved since collective bargaining first began in 1945. While the first committees consisted exclusively of employees and engaged in periodic consultations with management, they set the stage for the later development of formal joint workplace committees beginning in the 1970s; in turn, these set the stage for more strategic-level joint committees that included senior officers of the firm and union (Chaykowski 1997). This pattern of development appears to be typical of long-standing union-management relationships.

To date, there has been little in the way of systematic evidence across sectors on the decision-making authority of joint committees. However, evidence from the Canadian telecommunications industry indicates that, by the 1990s, joint committees with at least some decision-making authority existed at several major firms (Verma and Chaykowski 1997, 180, Table 4.8):

- at BCTel in training and development;
- at Bell Canada in workplace reorganization;
- at SaskTel in training and development; and
- at AGT Ltd. in health and safety.

² See Chaykowski (2001) and Chaykowski and Grant (1995) for evidence on the Canadian experience with interest-based bargaining.

³ Refer to Betcherman et al. (1994) and Betcherman and Chaykowski (1996) for discussions of the organizational characteristics commonly associated with high-performance workplaces, which typically include flexible work organization, use of workplace teams, variable compensation systems, emphasis on human capital investment, and employee involvement.

Development of Consultation and Cooperation in the Federal Public Service

A Model of the Development of Consultation in the Federal Public Service

Employee-management consultation in the federal civil service has evolved along three distinct paths over the latter half of the 20th century. These three paths are depicted in Figure 1 for the period extending from 1944 through the end of the century.

- *The first path essentially involved a series of management initiatives to create some type of labour-management consultative or cooperative program in the public service.* These are human resource management initiatives that would have, prior to 1967, involved employees either directly or through their associations; after the advent of the right to form unions and negotiate collective agreements, they would have involved employees or their unions. These initiatives tended to be periodic, to be considered somewhat "enlightened" in their approach and, to some extent, to reflect the particular concerns of the government of the day regarding the public service. In some cases, these efforts were influenced by emerging private sector human resource management approaches.
- *The process of formal consultation through the National Joint Council defines a second path.* The Council was established in 1944 and modelled after the British Whitley Councils, although in the Canadian situation the authority and scope of the bipartite council was far more circumscribed (Barnes 1974). The Council consisted of employer representatives as well as employees' representatives (associations prior to 1967 and unions thereafter). This is a formal consultative mechanism that was established toward the end of the era in which private sector "industrial councils" were considered desirable and it survived until long after such councils were considered useful.
- *The third path corresponds closely to private sector developments.* This path involves joint union-management activities or committees, especially those established through collective bargaining and defined in the collective agreement. In some ways, this path has been the least well developed and active of the three.

Consultation and the Fryer Committee Vision for Labour Relations

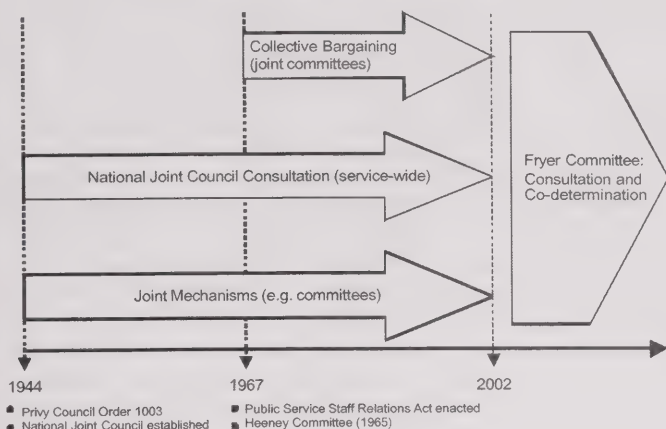
The mixed record of federal public sector consultation was clearly recognized by the Fryer Committee, which also acknowledged that the collective bargaining pathway had essentially become ineffective. But the Committee also recognized that, in light of the mounting frustrations of the unions and employees with the current system, a framework for labour-management relations that is rooted in adversarialism would not facilitate the future renewal of the public service and the goal of efficient service delivery.

Therefore, a centrepiece of the Fryer Committee recommendations is to create "a new institutional framework for labour management relations" (Canada, Fryer Report 2001, 3) that would make "consultation and co-development" a central component (alongside a renewed collective bargaining) of the conduct of labour-management relations in the post-2002 period. The recommendations of the Fryer Report, if implemented, would basically bring together the three, now disjoint, paths along which consultation has evolved.

In practice, there has been little or no interaction or coordination across the three paths. Efforts in each area, therefore, largely developed "in parallel"—in effect insulated from one another. This characteristic is important, because specific initiatives in a given pathway also do not always correspond to the same level of industrial relations. For example, the National Joint Council tended to address service-wide issues of importance to all employers and all associations and unions across the country, whereas a joint committee established through collective bargaining would not necessarily be negotiated in other collective agreements in the public service; neither would it necessarily operate in practice in the same way in different bargaining units, even if it were replicated across contracts. In any event, by the end of the century, attempts at consultation and cooperation had a very mixed track record: the attempts were inconsistent across the public service and, most important, had not been sustainable on a *broad basis* over the long term—with the one important exception of the National Joint Council.

Figure 1

Employee Representation and Consultation in the Federal Public Service, 1944-2002



- Second, the Whitley Councils had executive powers (Barnes 1974, 13), whereas the Canadian model allowed for consultation only:

"The council will, of course, not have any executive powers which would impair the responsibility of the Cabinet or Treasury Board or Civil Service Commission, or possibly infringe upon the authority of parliament...the council's functions will therefore be advisory only..." (Ilseley 1944, 779)

- A third defining difference between the British and Canadian models concerned the different scope of the terms and

Establishment and Development of the National Joint Council as a Consultative Forum

In 1944, the Minister of Finance, the Honourable J.L. Ilseley, announced in the House of Commons that Treasury Board would establish a joint employee-employer council for the Canadian civil service based upon the model provided by the British Whitley Councils (Ilseley 1944, 778).⁴ While the mandate and purpose of the Canadian National Joint Council was built directly upon the constitution of the British Whitley Councils, the Canadian model was to differ from the original concept of British joint industrial councils in several key respects:

- First, joint industrial councils, as conceived by Whitley, included joint committees at the national, local and establishment levels (Barnes 1974, 9); in contrast, the Canadian council would be only national in scope.

Structure and Representation of the National Joint Council

Initially, the National Joint Council consisted of eight staff-side organizations and representatives from six government departments or agencies (Rump 1972, 10); together these staff-side organizations represented at least 60,000 federal civil servants, which comprised slightly over one half of total federal employment.⁽¹⁾ Since then, typically, each of the bargaining unit side and employer-side organizations in the federal public service has had a representative on the Council, which meets quarterly in the form of an assembly.⁽²⁾

The contemporary mode of operation of the National Joint Council has been to have the Council administered by a general secretary, who is neutral and is appointed for a fixed term. An administrative (executive) committee consists of co-chairs representing each of the employer and the bargaining unit sides, respectively; it conducts the ongoing executive decision making of the Council.⁽³⁾ The specific employee associations (subsequently unions) and employer organizations represented on the National Joint Council have varied over the years, as, for example, mergers changed the composition of the employee representatives and new federal employers came into existence.

⁽¹⁾ See *Labour Organizations in Canada. Thirty-Six Annual Report. 1948.* Ottawa: King's Printer. Rump (1972, 6) reports that total federal civil service employment was roughly 117,000 in 1946.

⁽²⁾ There were several exceptions to this early on.

⁽³⁾ This executive committee typically meets on a regular basis to consider current business arising from the application and interpretation of National Joint Council policies and to consider reports from working committees of the Council.

⁴ The National Joint Council of the Public Service of Canada was established by Order-in-Council PC3676 of May 16, 1944 (Rump 1972, 8). On March 8, 1945, the constitution of the Council was finalized by Treasury Board (Rump 1972, 12).

conditions of employment that would be considered by the councils, particularly with respect to compensation; whereas the new National Joint Council would not deal with compensation in the federal civil service, the Whitley Councils were empowered to do so (Frankel 1956, 514–515; Rump 1972, 14).

The Council initially considered a range of "personnel" types of issues, many of which were the result of the special conditions of employment brought about by World War II. The first issues before the newly formed Council included, for example, the resumption of statutory pay increases and job reclassification (Rump 1972, 16; Barnes 1974, 30–38). Subsequently, throughout the period extending from the late 1950s through to 1967, the National Joint Council considered an increasingly diverse range of issues, including (Barnes 1974, 114–133; Rump 1972, 16):

- technological changes in the workplace;
- workplace standards and working conditions;
- retirement issues;
- group medical insurance;
- rules governing employment beyond the age of 65; and
- regulations regarding "removal expenses" incurred through job changes.

Much of the work of the Council has consisted of the continuous development of employment policies and directives. Much of this ongoing work has, in practice, been conducted by working committees constituted by the National Joint Council, which would have representatives from both the employer and bargaining unit sides, and have a chair that oversees the meetings. As workplace and employment issues arose, the approach was to establish a committee of the Council that would develop a report, typically with recommendations, for consideration by the Council.⁵ Ad hoc committees provided in-depth consideration of the issues at hand and afforded the staff associations and the employer an opportunity to develop a consensus position.

The number and mandate of working committees evolved over time in response to the major issues brought before the Council. By the early 1970s, National Joint Council committees were struck to deal with issues relating to physical working conditions, isolated posts regulations, health insurance, travel regulations, foreign service directives, and the pay system; and, by the 1980s, a large number of standing committees had been established (Barnes 1971, 19). By the early 1990s, standing working committees covered most relevant areas of the employment relationship (e.g. technology, employment equity, foreign service issues, travel, employment in isolated posts, occupational health and safety, official languages, workforce adjustment, major employee benefit plans, and union-management relations). While the advances achieved through the work of these committees occurred, for the most part, incrementally, breakthroughs in some areas, such as job security, were not uncommon.

As a result of the passage of the *Public Service Staff Relations Act*, the constitution of the National Joint Council needed to be revised in light of the transformation of the staff associations into certified bargaining agents; the new constitution became effective on May 30, 1967 (Barnes 1969, 16). More significant structural issues emerged in the collective bargaining era, including the original limitation on the scope of the National Joint Council (in excluding compensation), the absence of a binding dispute resolution process when impasses emerged in the consultation process, the tendency for the management side to either stonewall or act unilaterally on some key issues, and delays in implementing joint decisions (Chaykowski 2000; Barnes 1974; Frankel 1956).

Step by step, efforts were made throughout the 1980s and 1990s to strengthen the Council by working to reduce delays and restore confidence in the joint approach to workplace issues (i.e. by refraining from taking unilateral action and by giving National Joint Council directives the force of collective agreement clauses) and by introducing mediation to resolve impasses (Chaykowski 2000).⁶ By the end of the 1990s, the Council had matured to a degree that its activity and results probably far exceeded that of any other joint labour-management council in either Canada or the United States.

⁵ These committees would typically report the results of their work to the Administrative Committee, but might also submit reports to the General Assembly of the National Joint Council.

⁶ While compensation has remained outside the purview of the National Joint Council, this issue became much less relevant to the Council after the advent of collective bargaining.

Evolution of Consultation through Human Resources Management Initiatives

Aside from the National Joint Council, there evolved several other forms of employer-employee consultation in the public service. Prior to 1967, there was always latitude for informal employee submissions on matters respecting the terms and conditions of employment; this approach simply reflected an extension of the dominant practice, prior to the creation of the Council, into the early Council era. But there also emerged interest in establishing joint committees in areas such as staffing, or employment. These forms of consultation were envisaged as outside the purview of the Council and, after 1967, as outside the collective bargaining arena as well.

Attempts to Foster Consultation Over Compensation

The 1958 Heeney Report examined the *Civil Service Act* and the Civil Service Commission (Heeney was chair of the Commission). The report broadly recommended a renewal of the National Joint Council constitution with a view to "...making it more useful and effective as a forum of joint consultation..." regarding employment conditions (Canada: Heeney Report 1958, 133); it also made it clear that matters relating to compensation ought to remain outside the purview of the Council.⁷ Instead, the Heeney Report recommended that the Civil Service Commission take on the responsibility of establishing a process for joint consultation between employer representatives (e.g. from Treasury Board) and representatives from

the various staff associations over matters related to compensation (Heeney Report 1958, 132).⁸

Furthermore, the Committee recommended that the Civil Service Commission assume the responsibility for appointing the chair of this joint body and for determining the procedural rules for its conduct.⁹ Obviously, the intention was for the Commission to generate recommendations, based on the consultation process, which would then be "considered" by the employer (Heeney Report 1958, 132). The inclination of the government to accept the recommendations would rest upon any impetus arising from the public disclosure of the recommendations (Hodgets et al. 1972, 246). The credibility of the Civil Service Commission to the associations would depend upon the perception of its independence and on the quality and credibility of the information provided by the Pay Research Bureau¹⁰ (Heeney Report 1958, 132-133; Hodgets et al. 1972, 246). Provision of full information was to be accomplished by establishing a formal procedure by which the recommendations of the Commission would "...be communicated simultaneously to the government and to the staff associations concerned" (Heeney Report 1958, 133).

This heavy reliance on the Commission (in the Heeney Report) was rooted in the explicit assumption that it would be sufficiently impartial to properly serve the competing interests of employer and employee over

⁷ Specifically, the Heeney Report (1958, 132) stated: "However, the central question of salary and wage levels has never been included in the National Joint Council's deliberation. Further, we do not consider that the Council could provide a suitable forum for joint consultation and systematic discussions of this complex subject." Interestingly, this point is actually an *assertion* that served as a premise for considering other means of government-employee consultation over compensation matters.

⁸ Here the Heeney Report (1958, 132) observed: "The Commission is, therefore, in a position, in law and in fact, to provide the independent auspices under which representatives of the Government, on the one hand, and representatives of the organized staff associations on the other, could discuss in a systematic fashion questions of salary and wages in government employment."

⁹ See Appendix B of the Heeney Report (1958, 132-133). This conception of how consultation should operate took shape earlier, in 1957, in a series of memoranda between Heeney and various ministers, including the Minister of Labour and Minister of Finance (Hodgets et al. 1972, 245, 256, fn 44).

¹⁰ In 1957, the Civil Service Commission established the Pay Research Bureau to provide objective information on rates of pay and conditions of employment in government and industry and to recommend salary rates for civil servants. In 1967, as a result of amendments to the *Financial Administration Act*, Treasury Board was given the authority to enter collective agreements on behalf of the government. Consequently, responsibility for classification, pay determination and most conditions of employment was transferred from the Commission to the Board. The Pay Research Bureau was moved to the Public Service Staff Relations Board.

compensation matters that remain, indeed, the most contentious among all employment issues.¹¹ Nonetheless, no concrete evidence was provided in the Heeney Report to justify this rather key assumption that the Civil Service Commission could achieve the perception, if not the tangible reality, of impartiality.¹² Moreover, in 1959, the government undermined the notion of Commission independence when, in rejecting a Civil Service Commission recommendation for pay increases for employees, it "...publicly questioned the credibility of the Commission and the Pay Research Bureau" (Hodgets et al. 1972, 265).

In 1959, the chair of the Commission passed from Heeney to Justice Hughes, who began work on the new *Civil Service Act* (Hodgets et al. 1972, 266–267). Under the new regime, the Commission would undertake consultations with the associations "...following which the Commission would make recommendations to the Treasury Board. The Board in turn would consider the report from the Commission, have further consultations...and finally make its own proposals to the government" (Barnes 1974, 106).

In this way, the government, as employer, reserved the exclusive right to determine all matters regarding compensation (Hodgets et al. 1972, 270, 274–275). The employer retained full decision-making authority over

matters related to compensation. This key principle was entirely consistent with the approach taken in the earlier period. Almost immediately, the associations became quite dissatisfied with the process because any agreement reached at the initial stage of consultation only formed the basis of a recommendation to Treasury Board, which on some occasions either modified them or declined entirely to act upon them (Connell 1973, 46; Hodgets et al. 1972, 275). This experience clearly illustrated the importance of a key principle of joint labour-management mechanisms recognized by unions: whether the decisions arising from a joint process are to be binding upon the parties or, rather, serve only as recommendations to management.

National Joint Council as an Option for Consultation Over Compensation

Moving consultation on compensation over to the National Joint Council would have been one possible path along which labour-management relations could have advanced. Would it have worked in practice?

The membership on the employer side of the Council was such that, once an agreement over a compensation issue was reached, it could take on the quality of something that the government itself agreed to; otherwise the employer side should not have entered into a Council agreement over the issue. If such National Joint Council agreements were made public prior to their submission to the government for final approval, the government would then be subject to the same kind of pressure to accept the agreement that Heeney envisaged might occur if his proposal (that the Civil Service Commission make public its recommendation after consulting with the associations) had been followed.

But successive governments have clearly not been prepared to introduce compensation issues into a forum, such as the National Joint Council, in which the deliberations are more fully bilateral, although the government could do so and still retain the right to treat any outcomes of such consultations as recommendations only.

If the government was going to allow joint discussion over compensation issues to evolve, it clearly preferred to carefully regulate and, indeed, to limit the extent of the input from associations. From this perspective, the approach adopted in the *Civil Service Act* was, understandably, a more conservative approach that permitted the employer more control over both the process and the outcomes than might be possible, for example, in the National Joint Council, where the associations stood on a more equal footing. The record of the government regarding the exclusion of all matters concerning compensation from the purview of the Council was, by this time, well established.

¹¹ The central proposition was that the Civil Service Commission was sufficiently "independent." Hodgets et al. (1972, 245) describe this proposed role for the Commission as that of "an independent arbiter," while the Heeney Report (1958, 132) later described its purpose as affording the parties "independent auspices."

¹² Importantly, Hodgets et al. (1972, 253) note that Professor Frankel, in personal correspondence to Heeney in 1958, pointed out that even the "perception" of the independence of the Civil Service Commission was a key issue.

Staffing: Consultation Versus Collective Bargaining

Another important example of the desire to extend consultation involved the area of staffing. Under the *Public Service Employment Act*, the Public Service Commission was obligated to engage the unions in consultation over staffing issues (Canada: D'Avignon Report: 1979, 126). But in the late 1970s, a commission was established by the government under G.R. D'Avignon with a mandate to review the Act, including issues related to the merit principle, training, and staffing decision appeals, with a view to "...the scope of collective bargaining... [and] the fostering of improved employer-employee relations" (D'Avignon Report 1979, 3).

In 1978, in the spirit of the requirement to consult, the Public Service Commission created a Joint Consultative Committee (Finkelman and Goldenberg 1983, 229–230; D'Avignon Report 1979, 127). In its deliberations, the D'Avignon Committee (1979, 126) rejected the idea of consultation, however, on the grounds that it "...cannot be legislated and consultation has no means of impasse resolution." While recognizing the value of the National Joint Council, the D'Avignon Committee (1979, 33–34) saw no role for it either in the new model it proposed for determining staffing matters. Instead, its key recommendation was to establish a National Staffing Council that was, in effect, a central bargaining table for staffing issues (D'Avignon 1979, 128–134; Finkelman and Goldenberg 1983, 206, fn 127).¹³ In essence, the National Staffing Council would be the collective bargaining counterpart to the National Joint Council and consultation. In any event, the D'Avignon Committee clearly regarded collective bargaining as the preferred vehicle for advancing labour relations.

In the end, the consultation model prevailed. Although the idea of a National Staffing Council was not implemented, by

the end of the 1990s, the Public Service Commission updated its joint consultative mechanism by replacing the Joint Consultative Committee with the Public Service Commission Advisory Council (Canada: Public Service Commission of Canada 1999).

"Management-Driven Organizational Change" and Negative Labour Relations Fallout

The Professional Institute of the Public Service of Canada expressed its deep concern with a number of process issues concerning PS 2000, especially the lack of consultation with employees, through the union.⁽¹⁾ Subsequently, the National Joint Council sponsored a forum on PS 2000, which the Professional Institute chose to boycott, essentially in order "...to signal our disapproval of the PS 2000 process and the recommendations of the Staffing Report."⁽²⁾

In the end, the participation of the National Joint Council in the discussions around PS 2000 served to alienate the Professional Institute from the Council itself.⁽³⁾ Relations between the Professional Institute and Treasury Board were further strained when the President of Treasury Board reportedly intended, at one point, to discuss PS 2000 directly with stewards; this apparent attempt at an end run around the executive of the Professional Institute was denounced by the president of the Professional Institute.⁽⁴⁾

⁽¹⁾ Source: Letter dated September 14, 1990, from Iris Craig, President of the Professional Institute, to Brian Mulroney, Prime Minister of Canada. Reproduced in *Public Service 2000 Report: An Assault on Your Rights* (1990; circular), p. 1.

⁽²⁾ Source: *Public Service 2000 Report: An Assault on Your Rights* (1990; circular), p. 8.

⁽³⁾ In a letter dated January 14, 1991, from Iris Craig, President of the Professional Institute, to Gary Meyers, Chair of the National Joint Council staff side, Craig states: "...the National Joint Council should not provide a forum for senior managers to claim that consultation is on-going with Public Service unions.... Furthermore, the divergent interests of some unions make the National Joint Council an unacceptable forum for any discussions with management on PS 2000.... There is increasing pressure from many of our members to reconsider our participation at the National Joint Council." (Reproduced in *Communications*, Vol. 17, No. 1, January–February 1991, 5).

⁽⁴⁾ Source: *Communications*, Vol. 17, No. 1, January–February 1991, 6.

¹³ The D'Avignon Committee's key recommendation was: "That a new forum of collective bargaining be established to bargaining staffing and related matters, and that this forum be called the National Staffing Council" (D'Avignon Report 1979, 128).

Other initiatives to modernize the public service have affected the climate of consultation and dialogue between public service management and the unions and employees in the public service. Notable among these was Public Service 2000, a government attempt beginning in 1990 to "renew" the public service by creating reform in the "...mandates, structures and operations and, above all, in the management culture of the public service..." (Tellier 1990, 123). Given the broad private sector context for these types of efforts at organizational change, which are typically initiated by management with a view to increasing productivity and lowering production costs, it is not surprising that many of the unions were sceptical of the plan. The public service unions perceived little or no attempt on the part of the government to involve them in the change process, viewing it as "...an initiative created by management for management" (McIntosh 1991, 511).¹⁴ In the long term, given that the PS 2000 initiative did have substantial industrial relations implications, this approach ran obvious risks. In the short term, the labour relations consequences of a lack of involvement in the change process (perceived or actual) are illustrated by the negative reaction of the Professional Institute of the Public Service of Canada.

Consultation as a Statutory Requirement

Consultation also developed as a statutory requirement. The *Public Service Employment Act* (1967) required that the Public Service Commission undertake formal consultation over staffing matters (e.g. promotion or layoff issues) with employee unions. This requirement was first given a real mechanism in 1978 when the Commission instituted a Joint Consultation Committee with representation from the unions and with the ability to make non-binding recommendations regarding issues within the scope of the *Public Service Employment Act* (Finkelman and Goldenberg 1983, 228–230). A second instance of a statutory requirement for consultation was set out in the *Public Service Superannuation Act*, which provided for a joint Advisory Committee to provide administrative recommendations, with members customarily nominated by the National Joint Council (Finkelman and Goldenberg 1983, 229–230). Not surprisingly, the unions found both forms of consultation generally limited because of the absence of real power (i.e. to make the recommendations that were binding on the government) and, also, in the case of the Advisory Committee on superan-

nuation, because the scope of consultation was defined by the employer (Finkelman and Goldenberg 1983, 230–231).

Public Service Cooperation Under Collective Bargaining

The established pattern for cooperation through collective bargaining, in the private sector, has been for the initial joint committees to be focused on improving communication and to operate at the workplace level; typically, the formality, degree of influence and extent of involvement of senior union and management tend to increase, often incrementally, over successive rounds of bargaining. The primary mechanisms for consultation that resulted from formal collective bargaining in the federal public service include negotiated contract clauses that provide for the establishment of joint labour-management committees, which may operate at either a national or a local level; in the federal public service, collective bargaining has also yielded contractual agreements to engage in consultation generally (Finkelman and Goldenberg 1983, 232–236) (see Table 1).

Aside from joint committees established through collective bargaining, in 1971 Treasury Board produced guidelines for the formation and conduct of joint "consultation committees," which were expected to complement collective bargaining (Finkelman and Goldenberg 1983, 235).

The National Joint Council and the Future of Consultation in the Federal Public Service

Throughout the past 50 years, the government has attempted to introduce a variety of consultation mechanisms into the labour-management relationship. This was the case, for example, with the contentious issue of compensation. The introduction of bargaining rights in the public service moved consultation over compensation off the agenda, but the government continued to attempt to foster consultation in other areas, such as staffing. Throughout the 1945 to 2000 era, it was, however, the National Joint Council that constituted the primary consultative arrangement, and it achieved considerable tangible success. But the introduction of collective bargaining rights has had a significant impact on the Council.

¹⁴ McIntosh (1991, 506) notes: "There was no dialogue, no exchange of views and certainly no opportunity to debate the divergent views which clearly did exist as evidenced by the task force reports which subsequently materialized."

Table 1

Examples of Contemporary Contract Clauses that Establish Consultation

<i>Collective Agreement</i>	<i>Clause</i>	<i>Type</i>
Treasury Board and PSAC (Expires June 2003)	"The Employer and the Alliance agree to undertake a joint review of the implementation of the recommendation provided by the Human Resources Council...regarding the classification of the compensation positions. To this end, the parties agree to the formation of a joint committee...." (Appendix C)	Specific
Treasury Board and PSAC (Expires June 2003)	"The parties agree to the formation of a joint committee made up of an equal number of PSAC and employer representatives to review the use of term employees." (Appendix F)	Specific
Treasury Board and PSAC (Expires June 2003)	"The parties acknowledge the mutual benefits to be derived from joint consultation and are prepared to enter into discussion aimed at the development and introduction of appropriate machinery for the purpose of providing joint consultation on matters of common interest." (Article 21.01)	General
Treasury Board and the Professional Institute of the Public Service of Canada (Expires September 2002)	"The parties to this collective agreement acknowledge the mutual benefits to be derived from consultation on Career Development. To this effect the parties agree that such consultation will be held at the departmental level either through the existing Joint Consultation Committee or through the creation of a Departmental Career Development Consultation Committee. A consultation committee as determined by the parties may be established at the local, regional or national level." (Article 18.06 (a))	General
Treasury Board and the Professional Institute of the Public Service of Canada (Expires September 2002)	"The parties acknowledge the mutual benefits to be derived from joint consultation and will consult on matters of common interest." (Article 37.01)	General
Treasury Board and the Professional Association of Foreign Service Officers (Expires June 2001)	"The parties acknowledge the mutual benefits to be derived from joint consultation and will consult on matters of common interest." (Article 6.01)	General
Treasury Board and the Association of Public Service Financial Administrators (Expires November 2001)	"Upon request of either party, the parties to this Agreement shall consult meaningfully at the appropriate level about contemplated changes in conditions of employment or working conditions not governed by this Agreement." (Article 16.01)	General

Source: *The Treasury Board of Canada*.

In 1967, as the government moved to establish the rights of federal public service employees to organize into unions and to bargain with the government, it appeared to both sides that they had entered a new era in which the focal point of labour-management relations had shifted away from consultative mechanisms in favour of collective bargaining. Even before collective bargaining rights had been granted, the expectation around collective bargaining were running sufficiently high that it overshadowed consultation generally, and particularly the National Joint Council (Edwards 1966; Chaykowski 2002). In practical terms,

the new thinking was that collective bargaining would replace consultation mechanisms as the centrepiece of labour-management relations.

At the time, the government did not discourage consultation through the Council; neither did it particularly take measures to foster its further development. Instead, the Council developed largely because it had retained some momentum, it did quite successfully address service-wide issues, and its operation did not conflict with the new collective bargaining structure. It therefore made sense to retain the National Joint

Council, subject to reframing its purpose around the new collective bargaining mechanism. Over the period from 1967 through the end of the 1990s, the challenge to the Council was to functionally determine how these two mechanisms could complement each other in labour relations (Chaykowski 2000).

By the 1980s, however, it was becoming apparent that ad hoc government intervention in the realm of collective bargaining, driven by broader fiscal objectives and by an unwillingness to bear the costs associated with work stoppages, had severely limited the gains that could be achieved through that forum (Swimmer and Kinaschuk 1992; Swimmer 1995; Panitch and Swartz 1984). Specific government interventions, while reactive to the political imperatives of the day, reflected a long-run preference of governments to maintain control over employment matters. In marked contrast, the National Joint Council ended the 1990s with a greater degree of support from the parties than it had garnered during the 1960s and 1970s and a track record of steady advances.

Despite periods during which confidence in the Council ebbed, long-term support stemmed from the decline in the prospects offered by collective bargaining to achieve improvements for employees, the success of the reforms undertaken to renew the Council over the past two decades, and the realization that real gains had been achieved, and could be further built upon, in the future. While the labour relations "stock" of the National Joint Council had increased in value, it remained embedded in a labour relations framework in the public service that was experiencing increasing challenges.

In this context, at the turn of the new century, the federal government struck the Fryer Committee to examine public service labour-management relations and make recommendations. The Committee's key overarching recommendation regarding consultation was to make co-determination a significant dimension of a new labour-management relations framework on a par with the importance of collective bargaining:

"We recommend that the Public Service Staff Relations Act be amended to provide for consultation and co-development of policies at the service-wide, departmental and workplace levels. The details of how these processes will be implemented should be left to the parties to develop." (Canada: Fryer Report 2001: Recommendation 3, p. 3).

The National Joint Council already addresses service-wide issues. The Fryer Report (2001) recommended that the parties determine how best to establish consultation and co-development of policies at the departmental and workplace levels, although extending the framework of the Council to these two levels would be one obvious approach. It would, coincidentally, fulfill the original Whitley Councils structure after which the National Joint Council had originally been modelled (Barnes 1974).

Despite not specifically recommending this extension of the National Joint Council to the departmental and workplace levels of labour-management relations, the Fryer Committee clearly envisaged the Council as a centrepiece of the consultation and co-determination dimension of the proposed labour relations framework. The main recommendations regarding the Council are outlined in Table 2. The recommendations are aimed at:

- strengthening the National Joint Council as an institution (Recommendation 25);
- extending the institutional responsibilities of the Council (see Recommendation 24 regarding the establishment of a Compensation Research Bureau);
- broadening the purview of the Council with regard to employment issues (see Recommendations 4 on staffing, 5 on classification, and 6 on the pension plan; and
- extending the dispute resolution apparatus of the Council to all co-development issues (Recommendation 7).

The future role of the Council will depend upon the extent to which the government adopts the recommendations presented to it in the Fryer Report. The expectation, therefore, is that the National Joint Council's future role in labour-management relations—indeed, the future of substantive consultation—will likely follow one of three scenarios that arise as a result of alternative degrees of implementation of the Fryer Committee recommendations.

Scenario One: Most of the key recommendations are implemented

This scenario requires that the key, more encompassing recommendation that "consultation and co-development of policies at the service-wide, departmental and workplace levels" be implemented. The

effect would be to significantly enhance the functioning of the National Joint Council in every respect. The only outstanding issue would be whether the Council would be institutionally extended to become the vehicle by which consultation and co-determination were provided at the departmental and workplace levels. Under this scenario, the National Joint Council would be a fully empowered, bipartite council that would likely become the cornerstone of the future public service labour-management relations framework as envisaged by the Fryer Committee.

Scenario Two: Most of the recommendations are not accepted

In this case, the future success of the National Joint Council depends entirely upon the willingness and ability of the parties to support it. This outcome would be contrary to the vision of the Fryer Committee. It would not, however, likely set back the Council, as much as it would hold it back from achieving its full potential. The Council's track record of successes would provide it with momentum, but its future would be constrained.

Scenario Three: The scope of the National Joint Council in employment matters is extended and the institution is strengthened

Under this scenario, the key recommendation that "consultation and co-development of policies at the service-wide, departmental and workplace levels" is not fully implemented, but the scope of the National Joint Council in employment matters is extended

and the institution is strengthened, perhaps through recognizing it as an independent body and increasing its funding. This is an intermediate path that seeks to strengthen the Council while not subscribing to the broader goal of providing co-determination and consultation throughout all levels of the public service. From the point of view of consultation and co-determination, the role of the Council would be greatly enhanced by the implementation of the recommendations dealing with the extension of the scope of employment issues and recognizing it as an independent body.

By the advent of collective bargaining in the public service, consultation took on several different forms that, taken together, spanned the spectrum of formality. They were essentially uncoordinated with respect to one another, and were undertaken without any particular formal connection to the work of the Council. In the past several decades, the National Joint Council has steadily consolidated its functions and built upon its track record of achieving substantive outcomes.

Given the likelihood that collective bargaining will not be unconstrained in the future, even under the scenario in which many of the Fryer Committee's recommendations regarding the Council are not adopted, the National Joint Council is likely to continue to grow in importance to the parties because it will, nonetheless, become a stronger complement to collective bargaining. In the more expansive scenario in which many of the recommendations regarding the Council are adopted, the National Joint Council will become commensurately more important. Thus the prospects for the Council—and hence substantive consultation and cooperation—are that it will become progressively more central to labour-management relations in the federal public service.

Table 2

**Key Recommendations of the Fryer Committee
Regarding the National Joint Council**

4. We recommend that the staffing system be made subject to co-development by the parties at the National Joint Council. To ensure that the co-development process respects core public service values, the *Public Service Employment Act* should be amended to include a list of values such as merit, employment equity, fairness and transparency with which the process must be consistent.
5. We recommend that the classification system be made subject to co-development by the parties at the National Joint Council.
6. We recommend that the Pension Plan, its provisions, the funds and the investment of those funds be made subject to co-development by the parties at the National Joint Council and be co-managed by a jointly appointed Management Board.
7. We recommend that any disputes over co-development issues be resolved through the use of the National Joint Council's new dispute resolution process whether or not such disputes arise in the National Joint Council forum.
24. We recommend that the National Joint Council be the forum for the joint management of the newly established Compensation Research Bureau.
25. We recommend that the *Public Service Staff Relations Act* be amended to:
 - recognize the National Joint Council as an independent entity (operating parallel to the Canada Industrial Relations Board and the Public Service Rights Redress Board) reporting to the Parliament of Canada;
 - confirm its mandate and governance structure as expressed in the National Joint Council Constitution; and
 - fund the National Joint Council through a specific appropriation.

Source: Canada: Fryer Report (2001, 3–5).

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FIRE PREVENTION WEEK, OCTOBER 6–12, 2002

Julie Robillard
Communications, Labour Program
Human Resources Development Canada



FIRE PREVENTION CANADA

Working with the public and private sectors to achieve fire safety through education

PRÉVENTION DES INCENDIES DU CANADA

Travailler avec les secteurs privé et public afin de promouvoir la sécurité-incendie par l'éducation

Team Up for Fire Safety

Did you know?

On average, fire kills eight people each week and injures many more. Residential properties remain an area of utmost concern, accounting for 40 per cent of fires, 73 per cent of fire deaths, and 42 per cent of financial and property loss. It's imperative that fire protection officials and the public keep up a sustained effort to reduce the number of fires, loss of life and property damage. The young and elderly are the most vulnerable. In 1999, a total of 55,169 fires were reported, which accounted for 388 deaths, 2,287 injuries, and \$1,231,936,723 in property losses (Annual Report: Council of Canadian Fire Marshals and Fire Commissioners).

Accidental fires in the workplace cause injury, death and loss of livelihood to thousands of Canadians. As well, workplace fires cost businesses millions of dollars in property losses, costs that are often not recoverable. In fact, 45 per cent of businesses never reopen following a fire. Such losses are avoidable by applying basic fire prevention controls and emergency preparation measures. Most accidental fires in the workplace are a result of employer or employee negligence or both.

Fire Prevention Week runs from October 6–12, 2002. The theme this year, *Team Up for Fire Safety*, focuses on teamwork and key safety lessons that everyone can learn. These are three major tips to remember:

- installing and testing smoke alarms;
- practicing home and workplace escape plans; and
- hunting for home and workplace hazards.

Every year, the Labour Program of Human Resources Development Canada and Fire Prevention Canada join forces for Fire Prevention Week. Raising fire safety awareness and decreasing the number of deaths, injuries and property losses caused by fire is the goal.

The history of the fire prevention movement has its roots in the Great Chicago Fire of October 9, 1871. This tragic blaze killed more than 250 people and destroyed more than 17,400 structures in less than

27 hours. The Great Chicago Fire, coupled with the blaze on Parliament Hill in February 1916, helped increase awareness of fire prevention in Canada and led to the first annual Fire Prevention Week in 1923.

The Labour Program encourages compliance with national and international fire prevention and fire protection standards for federal government departments, First Nations and certain Crown Corporations.

However, protecting all Canadians from the consequences of fire is a responsibility shared by all levels of government and by all Canadians.

Fire Prevention Week is an example of a successful partnership between different groups with common interests and goals. Teaching and practicing prevention is the first step in decreasing the dangers of fire. Educational and awareness programs are working; however, we still have a long way to go.

***Let's Team Up for
Fire Safety!***

SELECTION OF RECENT CHANGES IN CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

Michel Gauvin and Charles Philippe Rochon
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada

British Columbia: *Labour Relations Code Amendment Act, 2002*; Bill 42; Assented to May 30, 2002

This Act brought a number of changes to the *Labour Relations Code*, notably with respect to the administration of the *Code*, the right to communicate with employees and the power to make regulations.

Effective September 1, 2002, a change to the introductory provisions of the *Code* requires the Labour Relations Board and other persons having powers and duties under the *Code* to consider stated principles in their decisions. One of those principles, which is new, is fostering the employment of workers in economically viable businesses.

Effective July 30, 2002, the right to communicate provision was amended to provide that, subject to the Regulations, a person may express his/her views on any matter, including matters relating to an employer, a trade union or the representation of employees by a trade union, provided that the person does not use intimidation or coercion.

Another amendment that came into force on July 30, 2002 authorizes the Lieutenant-Governor in Council to make regulations respecting presentations by employers and trade unions related to votes under the *Code* or establishing and authorizing fees to be payable for any services provided by the Board or its staff.

British Columbia: *Employment Standards Amendment Act, 2002*; Bill 48; Assented to May 30, 2002

On November 14, 2001, the Government of British Columbia launched a review of the province's employment standards legislation. As a first step in the review process, the Ministry of Skills Development and Labour released a discussion paper, entitled *Fair and Effective: A Review of Employment Standards in British Columbia*. Public consultations were held in the following weeks.

The government's intention to amend the *Employment Standards Act* (ESA) and other labour statutes was confirmed in the February 12, 2002, Speech from the Throne. The government repeated its commitment to initiate changes in order "to provide greater flexibility, fairness and efficiency for employers and employees alike", in addition to reducing red tape and regulatory burden for businesses by one third. The *Employment Standards Amendment Act, 2002* (Bill 48) was introduced in the provincial legislature on May 13, 2002 and was passed two and a half weeks later, on May 30.

Following is an overview of the main changes that this Act has brought (or will bring) to the ESA. Note that not all of these provisions are yet in force; many—those described using the future tense—will come into effect by regulation.

Application of the ESA to Employees Covered by a Collective Agreement

- Employees covered by a collective agreement are now excluded from most provisions of the ESA. Where a collective agreement contains any provision concerning hours of work or overtime, employees covered by the agreement are excluded from all of the ESA's hours of work and overtime provisions. The same applies to provisions regarding statutory holidays, annual vacations and individual termination of employment, as well as to more specific provisions pertaining to wages, special clothing and records. Should a collective agreement contain no provision on one of the matters mentioned above, the relevant part or section(s) of the ESA is deemed to be incorporated in the agreement as part of its terms (except provisions regarding averaging agreements). The parts of the ESA regarding complaints, determinations, enforcement and appeals (parts 10, 11 and 13 of the ESA) do not apply to employees covered by a collective agree-

ment in relation to the enforcement of certain provisions: those dealing with the employment of children, the prohibition to charge for hiring or providing information to prospective employees, the payment of the minimum wage, deductions, leaves and jury duty, group terminations, and rules about notice of termination and payments on termination. Instead, disputes arising with respect to the application of any of the provisions mentioned above (including provisions of the ESA deemed to be part of a collective agreement) must be resolved using the collective agreement's grievance procedure. Nevertheless, an arbitration board may refer a decision to the Director of Employment Standards for the purpose of collecting unpaid wages.

- In addition, changes made to Section 4 of the ESA allow parties to a collective agreement to waive the minimum requirements of the ESA in matters related to hours of work and overtime, statutory holidays, annual vacations, individual termination of employment and most provisions regarding wages, special clothing and records. In other words, certain provisions in a collective agreement can provide inferior benefits and/or protection to employees than what would otherwise be required by the ESA. (Previously, the requirements of some parts of the *Employment Standards Act*—i.e., hours of work and overtime, statutory holidays, annual vacations and individual termination of employment—could be replaced by similar provisions in a collective agreement if, when considered together, these provisions met or exceeded the legislated requirements.)

Hours of Work and Overtime

- Minimum daily pay was reduced from four hours to two hours at the employee's regular wage, except where an employee was scheduled to work more than eight hours on that day. Separate provisions that previously applied to school students were eliminated.
- The overtime rate will be lowered, from two times to 1½ times regular wages, in certain circumstances. Employees will only be entitled to the double wage rate for work in excess of 12 hours in a day, compared to the current 11 hour threshold. The double time rate for overtime in excess of 48 hours in a week will be eliminated. Moreover, an employee who works during a weekly

period that should be free from work under the ESA (employees are normally entitled to 32 consecutive hours free from work each week) will be entitled to 1½ times regular wage, instead of the double time rate that currently applies.

- Individual employees and their employer will be allowed to sign a written averaging agreement whereby hours of work may be averaged over a period of one to four weeks (this will replace current "flexible work schedule" provisions). Such an agreement will have to specify the work schedule for each day it covers as well as the start date and expiry date for the period over which it applies. Overtime will be payable for time worked in excess of the hours scheduled for a day (or over eight hours, if fewer than eight hours were scheduled on that day) or beyond a 40-hour weekly average. Any time worked in excess of 12 hours in a day will still be payable at two times an employee's regular wage. It will be possible to schedule the required 32-hour weekly period free from work at any time in the period covered by an averaging agreement. For example, these periods could be postponed and taken consecutively in the last week of an averaging agreement.
- Employers and employees are now allowed to apply for a variance from the ESA regarding split shift provisions. Once the relevant sections of the new *Act* are in force, it will also be possible to request a variance to extend the number of weeks covered by an averaging agreement.
- Previous hours-of-work notice provisions were repealed. Employers are no longer required to display hours-of-work notices in each workplace, nor to give employees 24 hours' notice of shift changes.
- Amendments clarified that an employer who requires an employee to work during a meal break must count the meal break as time worked.

Statutory Holidays

- New eligibility requirements for entitlement to a statutory holiday with pay will be added. In addition to the other applicable requirements, an employee will have to work or earn wages for at least 15 of the 30 calendar days preceding the statutory holiday to qualify, unless he/she worked under an averaging agreement any time during that period.

- A new formula for calculating statutory holiday pay will be established. Statutory holiday pay will be equal to the amount paid or payable to the employee (wages and vacation pay, but not over-time pay) in the 30 calendar day period preceding the statutory holiday, divided by the number of days on which the employee earned wages (i.e. days worked or days of vacation) in that period.
- The requirement to schedule another day off with pay for employees who work on a statutory holiday will be removed. Instead, an employer will have to pay 1½ times the employee's regular wages for all time worked up to 12 hours in the day, two times regular wages for all time worked thereafter (compared to the current 11 hour threshold), plus statutory holiday pay.

Wage Recovery

- The period for which the Director of Employment Standards may hold an employer liable for wages under a determination was reduced from 24 months to 6 months.
- Personal liability for a director or officer of a bankrupt or insolvent corporation with respect to employees' wages was removed.
- Farm producers are no longer liable for the wages of employees of a licensed farm labour contractor, if they paid the labour contractor for wages earned by each worker who performed work for them.

Employment of Children

- Current provisions regarding the employment of children will be repealed (these require a permit from the Director of Employment Standards to employ a child younger than 15). A new provision will state that a person may not employ a child under 15 years of age unless conditions established by regulation are met. The government will have the authority to make regulations delegating authority to the Director to impose conditions of employment, on the basis of prescribed criteria, for children under 15 years of age, and prohibiting the employment of children under 12 years of age, except in prescribed industries.

Maternity and Parental Leave

- Amendments clarified that employees' entitlement to maternity and parental leave is in *consecutive* weeks and that leave for adoptive parents is unpaid, and specified that a birth father who intends to take parental leave must give at least four weeks' notice to his employer.

Termination of Employment

- Notice of termination is of no effect if it coincides with a period during which the employee is on temporary layoff. Previously, this provision only applied if an employee was on leave or unavailable for work due to a strike, lockout or medical reasons.
- The ESA now specifies that, in the case of a person whose employment is terminated following a temporary layoff, the six-month time limit to file a complaint is counted from the last day of the temporary layoff.

Complaints and Enforcement of the ESA

- The Director of Employment Standards is now authorized to refuse to deal with a complaint if the employee concerned has not taken the requisite steps to facilitate resolution or investigation of the complaint (based on a new "self-help" kit) or if the dispute that caused the complaint may be dealt with under a collective agreement's grievance procedure.
- The procedure that applies where a person fails to comply with the terms of a settlement related to a complaint was modified. Previously, a failure to comply voided the settlement, after which the Director of Employment Standards could make a determination and require payment of the required amount. Under the new provisions, a "settlement agreement" remains in effect in such a circumstance. Instead of making a new determination, the Director of Employment Standards can file the settlement agreement in the Supreme Court registry to make it enforceable.
- The Director of Employment Standards now has more remedies at his/her disposal when making a determination. Besides other measures that were previously available, the Director can require a person who has committed an infraction to post notices respecting a determination or information

about the ESA and its regulations; to employ, at his/her expense, a payroll service for the payment of wages to an employee; and to pay any costs incurred with respect to inspections related to the investigation of a contravention. The Director is also authorized to make any imposed requirement subject to any terms and conditions he/she considers appropriate.

- The Director of Employment Standards is no longer required to give written reasons for a determination, unless the person named in the determination makes a written request to obtain them, within a specified time period.
- Amendments provide for the imposition of mandatory monetary penalties, as prescribed by regulation, and specify that the amount of a penalty is in addition to any requirement imposed in a determination. This has removed the Director of Employment Standards' discretionary power to determine whether or not to impose a penalty. Penalties have been increased to \$500 for a first offence, \$2,500 for a second offence, and \$10,000 for a third offence (previously, penalties ranged from \$0 to \$500).
- The powers of the Employment Standards Tribunal were modified to remove its authority to make recommendations to the government about the exclusion of classes of persons from all or part of the ESA or regulations made under the *Act*.
- Provisions regarding appeals of determinations to the Employment Standards Tribunal will be modified. Grounds for appeals will be restricted to cases where the Director of Employment Standards erred in law or failed to observe the principles of natural justice in making the determination, or where new evidence has become available. A person who wishes to appeal a determination will have to deliver a written request to the Tribunal, with a copy to the Director of Employment Standards, specifying the grounds on which the appeal is based. Payment of an appeal fee, prescribed by regulation, will also be required. The period in which an appeal may be requested will be extended from 15 days to 30 days after the date of service of the determination if the person was served by registered mail, and from 8 days to 21 days if the person was personally served or he/she requested to receive the determination by fax or electronically. The Tribunal will have the power to dismiss an appeal without a hearing where one of the above requirements is not met.

In addition, a new provision will expressly require that the Director of Employment Standards provide the Tribunal with the record that was before him/her at the time of the determination, including any witness statement or document that he/she considered.

Miscellaneous (Records and Statements)

- The general requirement that employers display in each workplace a statement of employees' rights under the *Employment Standards Act* was eliminated.
- The period during which employers are required to keep records was reduced from five years to two years.
- Employers are now allowed to provide wage statements electronically if employees are provided, through the workplace, confidential access to the electronic wage statement and a means of making a paper copy.

As previously noted, a number of these amendments will come into force on a date or dates to be set by the Government of British Columbia.

Newfoundland and Labrador: *Proclamation of the Act to Amend the Labour Standards Act (Bill 54); Newfoundland and Labrador Regulation 49/02; Gazetted June 28, 2002*

Newfoundland and Labrador's *Act to Amend the Labour Standards Act* came into force by proclamation on July 1, 2002. (A summary of this Act was published in the spring 2002 issue of the *Workplace Gazette*.)

Nova Scotia: *Minimum Wage Orders: General, Road Building and Heavy Construction Industry, and Logging and Forest Operations; Nova Scotia Reg. 78/2002 under the Labour Standards Code; Gazetted June 28, 2002*

On October 1, 2002, the general minimum wage rate in Nova Scotia will rise 20 cents to \$6.00 an hour. The minimum wage rate for inexperienced employees will also increase by 20 cents, to \$5.55 an hour. (Inexperienced employees are employees who have not been employed for more than three months by any employer to do the work for which they are currently employed, and who have been employed by their current employer for less than three calendar months.)

The minimum wage rate for employees engaged in road building and heavy construction and for "time workers" employed in a logging or forest operation will increase as well to \$6.00 an hour. Other workers employed in a logging or forest operation who have no fixed work week or whose hours of work are unverifiable (e.g. camp guardians, cooks, stable hands) will be entitled to at least \$1,175.00 per month, compared to \$1,135.00 currently.

Maximum deductions for board and lodging will also be raised on the same date. An employer providing board and lodging will be authorized to deduct up to \$55.15 per week from the minimum wage of an employee (an increase of \$2.00). Maximum deductions for board only will be \$44.65 per week (+\$1.60); for lodging only, \$12.40 per week (+\$0.45); and for single meals, \$2.85 (+\$0.10). An employer in a logging or forest operation will be allowed to deduct from an employee's minimum wage an amount of up to \$8.65 per day (+\$0.60) for board and lodging.

Prince Edward Island: *Minimum Wage Order Amendment*; Gazetted May 4, 2002

The Government of Prince Edward Island approved an Order of the province's Employment Standards Board to increase the hourly minimum wage. The minimum wage rate will increase from the current \$6.00 per hour to \$6.25 per hour on January 1, 2003, \$6.50 on January 1, 2004, and \$6.80 on January 1, 2005. The *Minimum Wage Order Amendment* will come into effect on January 1, 2003.

Saskatchewan: *Labour Standards Amendment Act, 2002*; Bill 70; Assented to July 10, 2002

This Act, which came into effect on September 1, 2002, has extended coverage under the *Labour Standards Act* to workers employed in commercial hog operations. They were previously excluded from the Act's application, as are still most employees working primarily in farming, ranching or market gardening (with the exception of those employed in egg hatcheries, greenhouses and nurseries, and bush clearing operations).

Saskatchewan: *Labour Standards Amendment Regulations, 2002 under the Labour Standards Act*; Saskatchewan Regulations 68/2002; Gazetted July 19, 2002

This Regulation followed passage of the *Labour Standards Amendment Act, 2002* and took effect on the same date (September 1, 2002). It defines a "commercial hog operation" as an undertaking engaged in the breeding, farrowing, weaning or finishing of porcine animals in which six or more full-time equivalent employees are employed.

In addition, the Regulation contains distinct hours of work and public holiday provisions for employees of commercial hog operations. In their case, overtime wages are payable after 10 hours of work in a day or 80 hours over a two-week period. For the purpose of calculating overtime, each public holiday occurring during a two-week period is counted as eight hours of work, whether or not the employee worked on that date and regardless of the number of hours worked.

The *Labour Standards Act's* public holiday pay provisions apply to employees of commercial hog operations. However, those who work on a public holiday that falls on a regular day of work also have the option, if they personally request in writing, to be paid regular wages and receive another day off with pay. The employer must grant this day off within one year of the public holiday.

Yukon: *Act to Amend the Employment Standards Act*; Bill 62; Assented to May 30, 2002

This Act will amend the *Employment Standards Act* to ensure that all employees in Yukon, regardless of their age, are covered by the territorial minimum wage. (Currently, the territorial minimum wage only applies to employees who are at least 17 years of age.) All references to age with respect to minimum wage provisions will be removed. For instance, the Employment Standards Board will no longer have the power to prescribe a separate minimum wage with respect to the employment of persons under the age of 17. This Act will come into effect on November 1, 2002.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Web site at:

<http://labour-travail.hrdc-drhc.gc.ca>

and click on "Canadian Labour Law Information."

READERS' CORNER

Michèle Auger, Fred Longley and Edward Popoff
Library and Information Management Services
Human Resources Development Canada



Mentoring

Clutterbuck, David and Bell Rose Ragins, eds. **Mentoring and Diversity: An International Perspective.** Oxford: Butterworth-Heinemann, 2002.
HRDC HF5385 M47

Based on the view that mentoring is a key element in the effective management of diversity in organizations, this publication presents innovative and practical perspectives on diversity and mentoring relationships in various international contexts. It demonstrates how mentoring can be used as a tool in

equal employment opportunity initiatives and in recruiting, developing and retaining a diverse workforce.

The book links applied practice and academic research in three sections: an overview of the theory and research on diversified mentoring, followed by an applied

model; observations of best practices used in a variety of diversified mentoring programs; and case studies on diversity in both mentoring programs and individual mentoring relationships.

Cohen, Norman H. **Guide to Mentee Planning.** Amherst, Mass.: HRD Press, 2001.
HRDC HF5385 C635

This guide provides nine forms for mentees to organize and record their plans for learning during their mentoring program. Detailed

guidance for filling out each form is included. A special section discusses networking as a learning

opportunity for mentees. An accompanying diskette contains a copy of each form.

Cohen, Norman H. **The Manager's Pocket Guide to Effective Mentoring.** Amherst, Mass.: HRD Press, 1999. HRDC HF5385 C63

This practical guide provides comprehensive quick reference to mentoring concepts and techniques. Mentors will find the pragmatic guidance useful in assist-

ing mentees to participate in constructive dialogue during the mentoring experience, set attainable career and personal goals, analyze problems and formulate

realistic solutions. The book reflects an expanded view of the behavioural expertise required of mentors in today's more complex work environment.

Cohen, Norman H. **A Step-by-Step Guide to Starting an Effective Mentoring Program.** Amherst, Mass.: HRD Press, 2000.
HRDC HF5385 C632

This manual offers guidance to coordinators responsible for starting and operating a mentoring program. Based on the premise that coordinators possess knowledge of the concept of mentoring,

it details the four major steps required to create and manage a successful mentoring program: understanding the coordinator's responsibilities; identifying participants; conducting the matching

process; and orientation and training. This application model will allow users to identify the resources and practical expertise required to create meaningful learning opportunities.

Fondation de l'entrepreneurship. **Guide for the Mentored Entrepreneurs.** Charlesbourg, Québec: Fondation de l'entrepreneurship, 2001.
HRDC HF5385 G85

This guide is addressed to entrepreneurs requiring a tool for support in their mentoring process. It provides definitions of concepts

and roles relating to the mentor and mentee, and discusses preparation for matching, self-assessment tools, mentoring

activities, and follow-up and assessment of the mentoring relationship.

Fondation de l'entrepreneurship. **Guide for the Mentors.** Charlesbourg, Québec: Fondation de l'entrepreneurship, 2001.
HRDC HF5385 G84

This text is addressed to experienced business persons who wish to share their experience through a

mentoring program. It explains all aspects of the mentoring process, emphasizing those factors which

contribute to a winning mentor-mentee relationship.

Klasen, Nadine and David Clutterbuck. **Implementing Mentoring Schemes: A Practical Guide to Successful Programs.** Boston: Butterworth-Heinemann, 2002.
HRDC HF5385 K52

Over the past three decades, mentoring has evolved from an informal, ad hoc process to a structured framework formally supported by the organization. This work offers a thorough discussion

of what mentoring is and provides practical advice on how to design, implement and evaluate mentoring schemes. Based on academic research and extensive practical experience, it provides a range

of best practice mentoring approaches in international settings. Detailed checklists to assist in implementation are included.

Shea, Gordon F. **Mentoring: How to Develop Successful Mentoring Behaviors.** 3rd edition.
Menlo Park, Calif.: Crisp Learning, 2002.
HRDC HF5385 S544 2002

This workbook deals with the practical aspects of mentoring, using exercises, checklists and concise summaries to enable the reader to assess his or her own

experiences as mentor or mentee. Chapters focus on clarifying both parties' needs and responsibilities, seven types of mentor assistance, behaviours to avoid, developing a

mentor-mentee partnership, and handling unique situations such as cross-cultural and gender issues. This tool can be used for individual study or as a basis for group training.

NOTES

1. *For other available references in French language only, see the French version of the Workplace Gazette / Gazette du travail.*
2. *Human Resources Development Canada employees can borrow these items from the Departmental Library. Others can borrow them through their own library.*

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YESTERDAY AND TODAY

Union Membership

*Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada*

Fifty Years Ago...

The year 1952 reported year over year gain in union membership in general and in the proportion of workers who belonged to labour organizations. Slightly more than 30 per cent of non-agricultural paid workers were members of labour organizations, in contrast to the less than the 10 per cent figure for 1911; the year of the first published survey of the department.

In 1952, almost half of Canadian union members were employed in the manufacturing industries and almost another quarter were employed in transportation, storage and communication. About 40 per cent of workers in manufacturing were union members while in transportation, close to two thirds of the workers belonged to unions.

Unions active in Canada included 108 international and 62 national and regional unions. The international unions represented 7 out of every 10 Canadian unionists compared to 2 out of every 10 who belonged to national or regional organizations. More than one half of the Canadian membership belonged to 19 unions.

Today...

While there has been an increase in union membership by 63,550 over the previous year, non-agricultural paid employment grew by 268,000. Consequently, the unionization rate continued its marginal decline from 31.3 to 31.1 per cent. Union density has continued to drop marginally since its peak of 36.1 per cent in 1994. Union membership is higher in 2002 at 4,174,000 members compared to 4,078,000 members at the 1994 peak.

Unions are highly concentrated in public sector organizations and the two largest unions, Canadian Union of Public Employees and the National Union of Public and General Employees account for 846,600 members. Large unions have been created as the result of mergers of different types of workers such as the Communications, Energy and Paperworkers Union of Canada and these unions now include a wide variety of workers. Unions such as the Canadian Auto Workers and the United Steelworkers have diversified their membership from their industry base and now represent a large number of workers outside of their traditional and historical industry sector.

Unions active in Canada in 2002 now include 46 international unions and 267 national unions. International union membership now represents only 3 out of every 10 Canadian unionists compared to 7 out of 10 who belong to national unions. More than half of current members make up the ten largest unions.



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Client Services

The Workplace Information Directorate is your source for up-to-date, customized information on industrial relations and collective bargaining in Canada.

By meeting your specific research needs, we can assist you in preparing for the resolution of issues at the bargaining table. We can also help you keep abreast of developments in the industrial relations field through our information service and publications. Our resources are used by negotiators, researchers, economists, consultants, journalists, teachers and many others.

Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. Annual subscription: Canada, \$200 plus 7% GST (\$214); other countries, U.S. \$200. (Available by e-mail, mail or fax).

Negotech

A searchable labour relations database providing timely information on the key aspects (settlement reports and full collective agreement contract language) of collective bargaining in Canada. Access via the Internet. Available free as an added value to subscribers of our publications.

Visit our Web Site for information on work stoppages, labour organizations in Canada, a calendar of collective agreement expiries and reopeners, articles and case studies published in the Workplace Gazette, information on innovative workplace practices and a selection of recent changes in Canadian labour laws.

Workplace Gazette

A quarterly publication providing data on wage adjustments from major collective bargaining settlements in Canada by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; a chronological perspective on work stoppages; and, information on innovative workplace practices resulting from collective bargaining. It also features articles and case studies on pertinent industrial relations matters. Annual subscription: Canada, \$125 plus 7% GST (\$133.75); other countries, U.S. \$125. (Available by mail only).

Collective Bargaining Bulletin

A monthly publication containing timely information based on recently signed major collective agreements in Canada. The publication focuses on summaries of changes to wages and benefits in selected settlements, the status of key negotiations as well as data on work stoppages. Also included is a list containing major settlement reports currently available on the Negotech database. Annual subscription: Canada, \$50 plus 7% GST (\$53.50); other countries, U.S. \$50. (Available by e-mail and mail).

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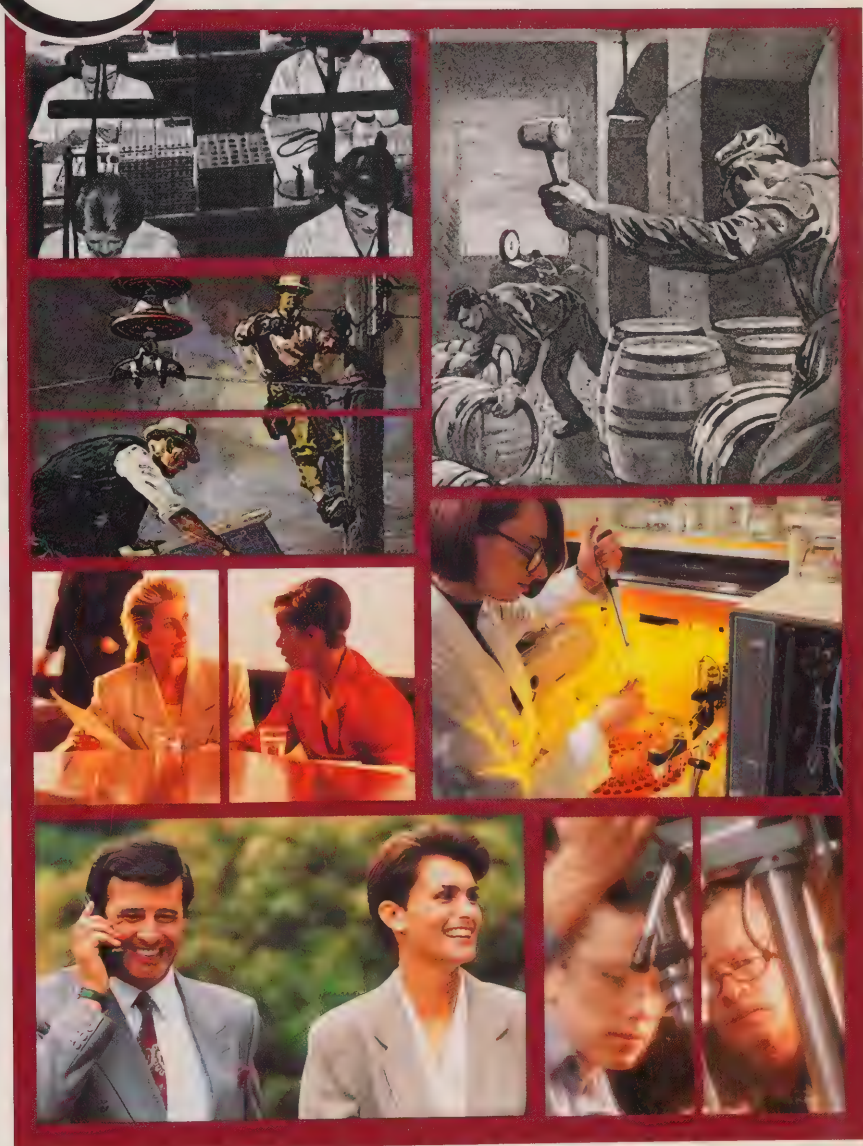
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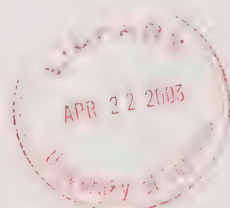
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1-800-567-6866 or (819) 997-3117

Internet: <http://labour.hrdc-drhc.gc.ca/>
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*The content of this publication has been prepared by members of
the Social Science Employees Association and the Public Service
Alliance of Canada.*

AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, collective agreement provisions, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

This issue includes third quarter data for 2002 on wage adjustments in major collective agreements, both current and historical, by public and private sectors, by region, by jurisdiction and by major industry. Also included, is a listing of major settlements reached in the third quarter 2002; highlights from our annual collective bargaining forecast as well as information on work stoppages for the third and second quarters of 2002.

Innovative practices in the workplace resulting from collective bargaining are summarized. A case study features the Health and Safety Management at Aluminerie Luralco inc.

Articles include a checklist and a continuum of work-life balance in Canadian workplaces. Highlights from a seminar on new employment relationships and the "digital divide" are provided. The results of the Canadian Labour and Business Centre 2002 survey on labour-management relations in Canada are presented. An article focuses on expiry and settlements months of collective agreements in Canada. Trends in federally regulated sectors are presented. Also featured is a short summary from a meeting of the Building Trades in Canada.

Recent changes in Canadian Labour Laws focus on adopted bills, regulations and other statutory instruments. Yesterday and Today focusses on Collective Agreement Expiry and Settlement Month.

The Departmental Library is commenting on reading suggestions related to learning.

GEORGE VICKERS HAYTHORNE

A Stalwart of Labour Principles

IN MEMORIAM

1909-2002

Born in Edmonton in 1909, George Vickers Haythorne spent a total of 27 years working for the federal government, starting with the National Selective Service, in the Department of Labour, in 1942. As Associate Director of the Service until 1947, Mr. Haythorne helped develop wartime initiatives to address labour shortages by recruiting Polish veterans and other "displaced persons" to emigrate to Canada for work on farms and in logging.

On the basis of his consensus-building skills and other talents, Mr. Haythorne rose quickly in the post-war Department of Labour and was named Assistant Deputy Minister in 1953.

In 1961, Michael Starr, the Minister of Labour, hand-picked George Haythorne to be his Deputy Minister. As Deputy Minister until 1968, one of Mr. Haythorne's successes included finding a way to keep trades people employed in the winter, a time when the Canadian construction industry usually went dormant, by introducing the well-known slogan **"Why Wait For Spring, Do It Now!"**. Another notable achievement: Canada's current community college system. Federal funds were invested in the construction of technical training schools throughout the country. Those schools evolved into today's system of community and vocational colleges.

George Haythorne is also remembered for his leadership in guiding the Department from its historic role of "referee" to a then new model of "positive industrial relations." Mr. Haythorne was instrumental in improving labour practices and standards in Canada, and elsewhere, through his work with the federal Department of Labour, the International Labour Organization, and various governmental and non-governmental advisory committees.

In fact, Mr. Haythorne was very active and well-known within the International Labour Organization throughout his career. He was Chairman of an Organization's Productivity Committee in 1952, and he was the Canadian Government's representative on the Governing Body of the International Labour Organization for over 10 years.



Dr. George Vickers Haythorne

George Vickers Haythorne and his accomplishments cannot be summed up with words alone. His personal enthusiasm, his ability to recognize a good idea, and his long service to the public brought about profound and lasting changes to Canadian society. In the Labour Program's centennial year of 2000, the main conference room was renamed the Haythorne Boardroom, to commemorate Mr. Haythorne's life-long contributions to the labour cause.

George Vickers Haythorne passed away November 22, 2002. He was 93 and died from complications from a stroke.

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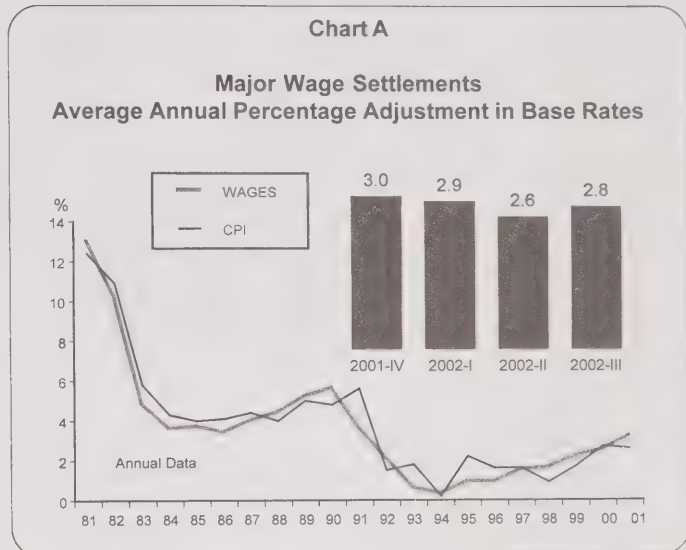
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MAJOR WAGE SETTLEMENTS*—THIRD QUARTER 2002

Summary

- Base-rate wage increases for the **third quarter of the year 2002** averaged **2.8 per cent**
- Wage adjustments in **public-sector** settlements averaged **3.2 per cent** while in the **private sector**, wage adjustments averaged **2.4 per cent**
- **Prince Edward Island** recorded the largest wage gains at **6.0 per cent** while **British Columbia** had the smallest wage gains at **1.4 per cent**
- On an industry basis, the largest wage increases were in **Transportation** at **5.4 per cent**; the smallest gains were in **Construction** at **1.1 per cent**



Source: Workplace Information Directorate

Overview

Major collective bargaining settlements reached in **the third quarter 2002** provided base-rate wage increases averaging **2.8 per cent** annually over the contract term. This is slightly higher than the 2.6 per cent figure recorded in the previous quarter but lower than the 3.1 per cent average recorded for the year 2001 as a whole. The third quarter 2002 results are based on a review of 85 settlements reached in the period, with a coverage of 182,470 employees.

When the parties to the third quarter settlements previously negotiated, contract duration averaged 37.5 months, and the resulting wage adjustments averaged 2.3 per cent compared to the 2.8 per cent in their current round of settlements and an average contract duration of 37.1 months.

In the third quarter 2002, the majority of agreements settled (52.9 per cent) and employees covered (55.3 per cent) were in the public sector. Wage increases in the **public sector** averaged **3.2 per cent** for 100,940 employees in 45 agreements and in the **private sector**, **2.4 per cent** for 81,530 employees in 40 agreements.

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Distribution by Size of Wage Adjustments

The majority of agreements (62.3 per cent) and employees (62 per cent) have settled for increases in the 2.0 to 3.9 per cent range.

Employees in only a single agreement were subject to a wage freeze. They constituted but 0.4 per cent of all employees in third-quarter 2002 settlements.

Only 5.4 per cent of all employees in the third-quarter 2002 settlements received increases in the 0.1 to 0.9 per cent range; 16.3 per cent of all employees received increases of 1.0 to 1.9 per cent. Another 16 per cent of employees received wage gains of 4.0 per cent and more.

**Distribution of Agreements and Employees
by Size of Wage Adjustments, Third Quarter 2002**

Adjustment Range	Agreements		Employees	
	Number	Percentage	Number	Percentage
0% (No increase)	1	1.2	650	0.4
Over 0% to 0.9%	5	5.9	9,780	5.4
1.0% to 1.9%	12	14.1	29,790	16.3
2.0% to 2.9%	25	29.4	54,840	30.1
3.0% to 3.9%	28	32.9	58,280	31.9
4.0% to 4.9%	8	9.4	22,000	12.1
5.0% to 5.9%	3	3.5	2,820	1.5
6.0% to 6.9%	3	3.5	4,310	2.4
ALL LEVELS	85	100.0	182,470	100.0

Note: Due to rounding, percentages may not always equal 100 per cent.

Source: Workplace Information Directorate

Public and Private Sectors

Private-sector wage adjustments yielded an increase of **2.4 per cent** in the third quarter of 2002, down fractionally from 2.5 per cent in the second quarter of 2002, and down more considerably from the 3.0 per cent average for the year 2001. For the first three quarters of 2002 combined, wage adjustments in the private sector also averaged 2.4 per cent.

Wage adjustments in the **public sector** averaged **3.2 per cent** in the third quarter of 2002, up from 2.7 per cent in the second quarter. The average for the public sector in the first three quarters of 2002 combined was 2.8 per cent.

Employee coverage in the public sector was larger than in the private sector in the third quarter. There were 100,940 public sector employees (55.3 per cent of all employees) in 45 contracts. In the private sector, 81,530 employees in 40 contracts accounted for 44.7 per cent of the employee coverage.

The private-sector figure was influenced in part by four General Motors agreements providing 17,870 employees with wage increases averaging 4.0 per cent. This was moderated by the many British Columbia Construction settlements providing 21,300 workers with relatively low wage increases ranging from 0.4 to 1.5 per cent. Also, 8,020 security guards in Quebec

with the Agence de sécurité et d'investigation received wage gains of 2.3 per cent and a retail trade sector settlement, No Frills Franchise Stores in Ontario, provided 5,200 employees with wage gains averaging 1.8 per cent.

The public-sector figure was influenced by various health sector settlements in the Atlantic Provinces, in Ontario, in Manitoba and in British Columbia. The Government of Saskatchewan provided 12,400 teachers with wage gains averaging 3.9 per cent. The Canada Customs and Revenue Agency provided 10,000 employees with a wage increase averaging 2.6 per cent.

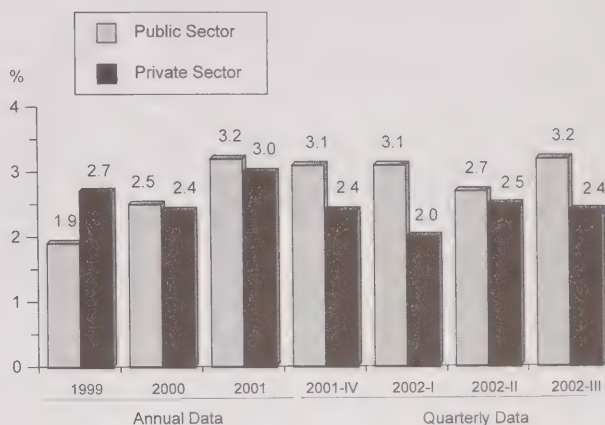
Wage Adjustments by Region/Jurisdiction

On a regional/jurisdictional basis, the smallest increase in the third quarter was in **British Columbia** (1.4 per cent for 34,080 employees in 20 agreements, influenced largely by the construction settlements). The largest wage gains were recorded in **Prince Edward Island** at 6.0 per cent for 1,030 employees in a single agreement (nurses), in **Alberta** at 4.4 per cent (six agreements covering 12,990 employees), and in the **Multiprovince** jurisdiction at 4.3 per cent for 1,020 employees in a single agreement (Finning International).

The largest concentration of employees was in **Ontario**, with 64,720 employees in 34 agreements receiving wage adjustments averaging 3.0 per cent. Ontario public sector settlements averaged 2.9 per cent compared to the private sector increase of 3.1 per cent.

Chart B

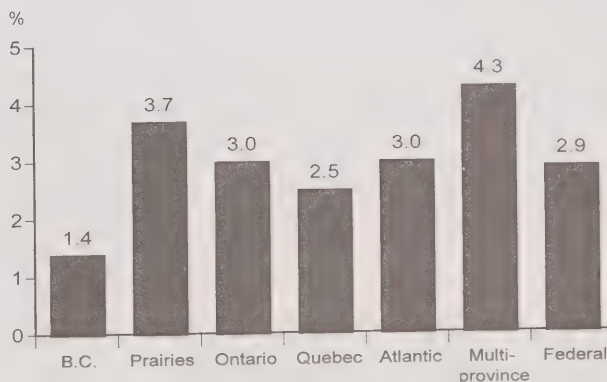
Major Wage Settlements by Public/Private Sectors Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Chart C

Major Wage Settlements by Region/Jurisdiction Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Wage Adjustments by Industry

Largely reflecting the impact of settlements in British Columbia's **construction** sector, settlements at an average of **1.1 per cent**, exerted downward pressure on the all-industries average. Wage gains were larger in all other major industry sectors.

The largest concentration of employees and the second largest average increases were recorded in the **education, health and social services** sector; 24 agreements provided 55,530 employees with increases averaging **3.5 per cent**.

The largest increase was recorded in the **transportation** sector at **5.4 per cent**; however this was as a result of a single federal public sector agreement.

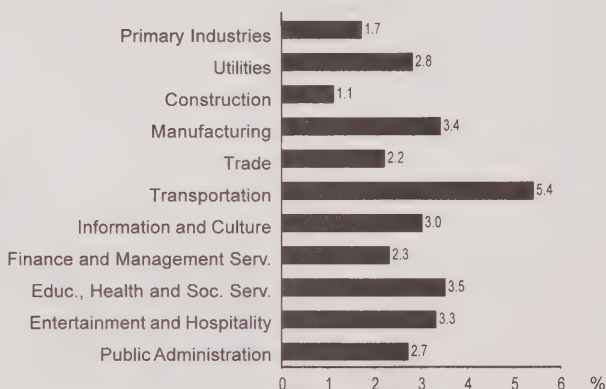
In **manufacturing**, wage increases averaged **3.4 per cent** for 28,950 employees in 13 agreements. The four General Motors settlements at 4.0 per cent, were moderated in part by the Stelco settlement providing 4,000 workers with a wage gain of 1.6 per cent.

In **public administration**, 15 agreements provided 34,850 employees with wage increases averaging **2.7 per cent**.

Wage increases on an industry basis are itemized in an adjoining chart; a listing of settlements by industry in the third quarter 2002 appears on pages 16 to 19.

Chart D

Major Wage Settlements by Industry Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Year-to-date 2002

Wage increases in the first nine months of 2002 (January to September) averaged 2.7 per cent for 841,265 employees in 277 major settlements. When the parties to these settlements previously negotiated with contract durations averaging almost 40 months, the resulting wage adjustments averaged 2.2 per cent, compared to the 2.7 per cent in their current settlements and with contract durations averaging 33 months.

In the **public sector**, wage adjustments for 684,015 employees in 197 agreements settled in the first nine months of 2002 averaged **2.8 per cent**.

Private-sector wage increases for 157,250 employees in 80 agreements averaged **2.4 per cent**. There were a very large number of important public sector settlements in Quebec, Ontario, British Columbia and the Federal jurisdiction.

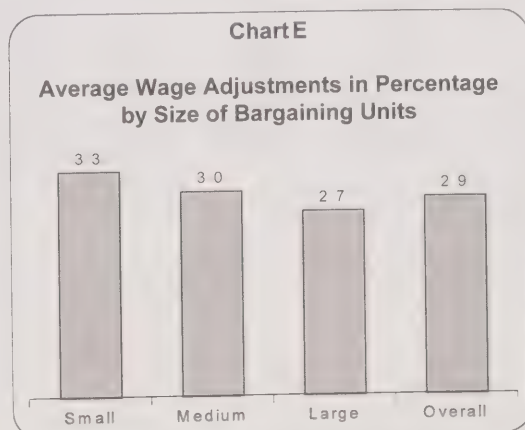
On an industry basis, the largest average wage increase was in **manufacturing** at **3.2 per cent**. The smallest average increase was in the **construction** sector at **1.1 per cent** (comprised totally of British Columbia construction contracts). The largest concentration of employees was in the **education, health and social services** sector with 446,740 employees receiving increases averaging **3.0 per cent** in 136 settlements.

Wage Data for the Third Quarter 2002 for Small, Medium and Large Size Bargaining Units

Among the 134 collective bargaining settlements reached in the third quarter of the year 2002, 49 settlements were in small bargaining units (between 100 and 499 employees), 57 were in medium bargaining units (500 to 1,999 employees), and 28 were in large bargaining units with 2,000 employees and over. During this period, the overall base-rate wage adjustment averaged 2.9 per cent, up marginally from the first and second quarters of 2002. The overall **public-sector** wage adjustment at **3.2 per cent** was higher than the figure of **2.4 per cent** reported for the **private sector**.

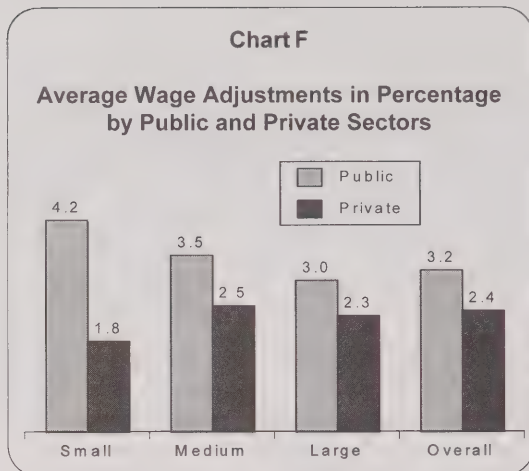
Small bargaining units reported an average increase of **3.3 per cent**, higher than the 2.5 and 2.6 per cent reported for the first and second quarters of the year. **Public-sector** settlements provided an average increase of **4.2 per cent**, much higher than the 2.8 and 2.5 per cent in previous quarters. **Private-sector** wage adjustments were lower at **1.8 per cent**, compared to 2.4 and 2.5 per cent in previous quarters. On an industry basis, the **education, health and social services** sector had the highest wage adjustment at **4.3 per cent** while **construction** reported the lowest average at **1.2 per cent**. On a regional/jurisdictional basis, average increases ranged from a high of **5.4 per cent** in the **Prairie Provinces** to a low of **1.3 per cent** in **British Columbia**.

Medium bargaining units reported an average wage increase of **3.0 per cent**, compared to 3.0 and 2.5 per cent in the first and second quarters. **Public-sector** settlements resulted in an average increase of **3.5 per cent**, compared to 2.5 per cent in the previous quarter, which was slightly higher than the **private-sector** figure of **2.5 per cent**. On an industry basis, the **transportation** sector had the highest wage adjustment at **5.3 per cent** while **construction** reported the lowest average at **1.1 per cent**. On a regional/jurisdictional basis, average increases ranged from a high of **4.3 per cent** in the **Multiprovince** category to a low of **1.8 per cent** in **British Columbia**.

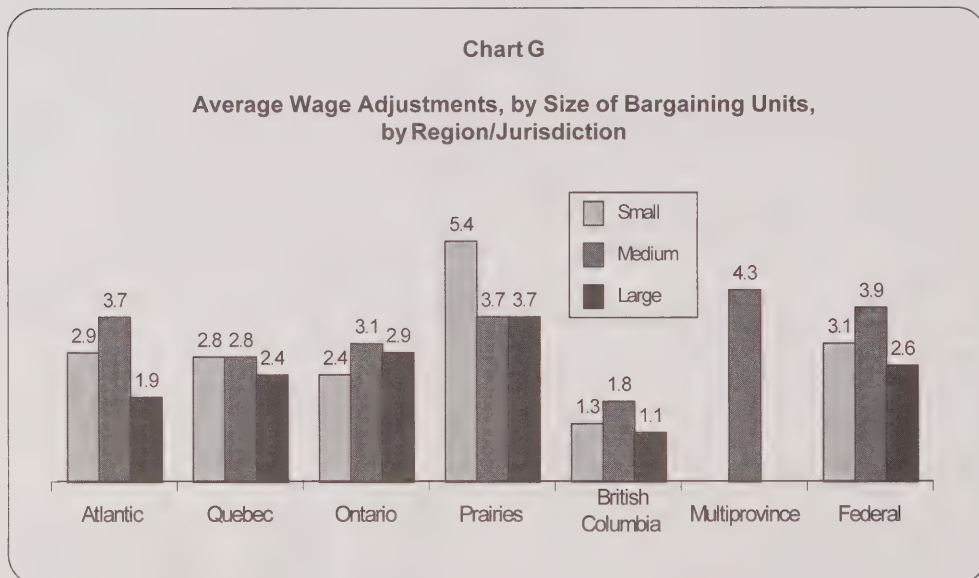


Source: Workplace Information Directorate

Large bargaining units reported an average wage increase of **2.7 per cent**, the same as the second quarter but slightly lower than the 2.9 for the first quarter of 2002. **Public-sector** average wage increases at **3.0 per cent** was slightly higher than the second quarter and remained higher than the **private sector** average wage adjustments of **2.3 per cent**. On an industry basis, the **manufacturing** sector had the highest wage adjustment at **3.4 per cent** while **construction** reported the lowest increase at **1.0 per cent**. On a regional/jurisdictional basis, average increases ranged from a high of **3.7 per cent** in the **Prairie Provinces** to a low of **1.1 per cent** in **British Columbia**.



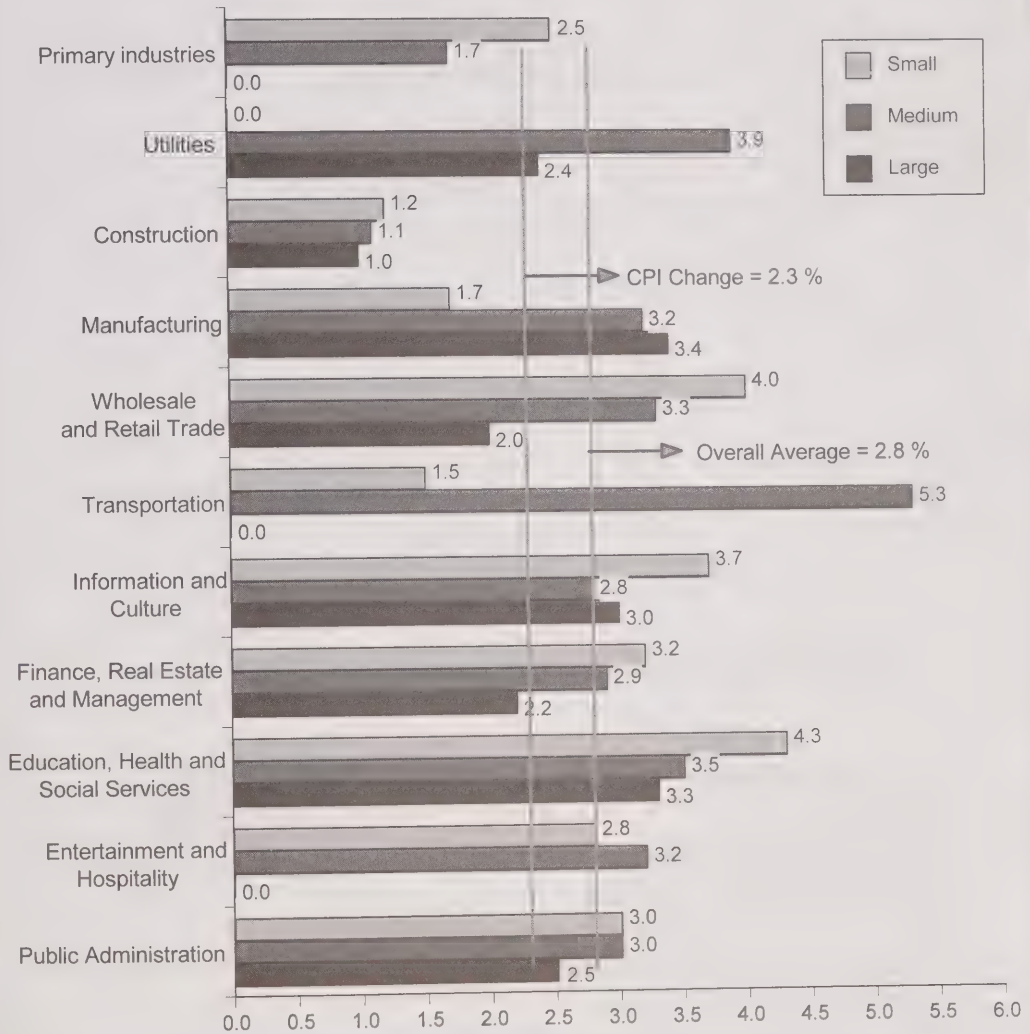
Source: Workplace Information Directorate



Source: Workplace Information Directorate

Chart H

Average Wage Adjustment by Size of Bargaining Units,
by Industry



Source: Workplace Information Directorate

COLLECTIVE BARGAINING FORECAST—2003

In December of each year, the Workplace Information Directorate undertakes an "exercise" to estimate the wage outcomes of collective bargaining for the coming year.

The forecast data are developed using internal and external expertise and individual forecasts are aggregated and weighted based on employee coverage for major collective agreements (more than 500 employees) likely to be settled in 2003.

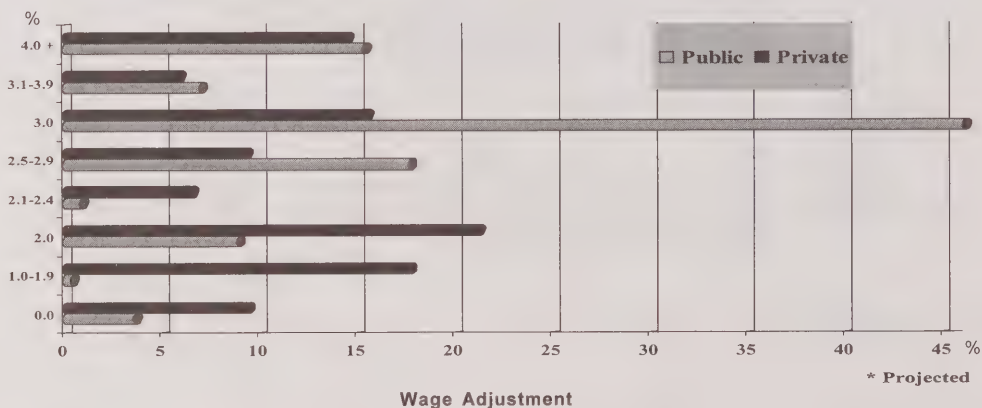
Highlights of 2003 Forecast

Overall wage adjustment	2.8%	Number of major agreements to settle	426
• Private sector	2.3%	Number of employees covered	690,500
• Public sector	3.0%	Projected Consumer Price Index	2.0%

Forecast Wage Adjustment by Industry Group

Primary Industries	1.7%	Finance, Real Estate and Management Services	1.7%
Utilities	3.1%	Education, Health and Social Services	3.2%
Construction	3.9%	Entertainment and Hospitality	2.4%
Manufacturing	2.0%	Public Administration	2.9%
Wholesale and Retail Trade	1.4%		
Transportation	2.7%		
Information and Culture	2.3%		
		All Industries	2.8%

Forecast Distribution of Employees by Size of Wage Adjustment—2003*



Source: Workplace Information Directorate

Other Forecasts

<i>Organizations</i>	<i>Forecast Average Increases</i>	
The Conference Board of Canada ¹	Unionized 2.7%	- -
Groupe Conseil Aon ²	- -	Hourly Unionized by Industries 2.0% to 2.7%
Hewitt & Gestion conseil LORAN ²	Unionized 2.9%	Unionized by Region 2.8% to 3.8%
Morneau Sobeco ²	Hourly Unionized 2.6%	Hourly Non-Unionized 2.9%
Mercer ²	Hourly Production 2.2% to 2.0%	- -
Towers Perrin ²	Salaried (Not Unionized) 3.4%	Average 3.3%
Watson Wyatt ²	Hourly Paid (Budget) 3.2%	Office (Scale) 3.4%
Institut de la statistique du Québec ²	Unionized 2.3%	Unionized Public Administration 2.0%

¹ Conference Board of Canada, *Compensation Planning Outlook 2003: Real Wage Gains Expected*, Fall 2002.

² Ordre des conseillers en ressources humaines et en relations industrielles agréés du Québec. *Les prévisions salariales 2003*, Portail-RHRI 2002.

Calendars of Collective Agreements Expiries and Reopeners

*Coming soon, the 2003 Calendar listings for
MAJOR and SMALL Bargaining Units*

*2002 Calendar of Major Bargaining Units is available on the
Workplace Information Directorate Web site at*

<http://labour.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm>

MAJOR SETTLEMENTS REACHED IN THE THIRD QUARTER 2002

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Primary Industries (2 agreements)	1,730	1.7	1.6	36	
Falconbridge Limited, Kidd Metallurgical Division, smelting and refinery employees, Timmins, Ont.	680	2.2*	2.0	36	2005-09-30
Inco Limited, mine employees, Thompson, Man.	1,050	1.4*	1.3	36	2005-09-15
Utilities (2 agreements)	3,410	2.8	3.2	24	
Epcor Utilities Inc., utility workers, Edmonton, Alta.	610	4.0	4.0	24	2003-12-29
Hydro-Québec, scientific and other professionals, province-wide, Que.	2,800	2.5	3.0	24	2003-12-31
Construction (10 agreements)	22,560	1.1	-0.1	48	
Boilermaker Contractors' Association of British Columbia, boilermakers, province-wide, B.C.	1,260	1.3	-1.5	48	2004-04-30
Construction Labour Relations Association of British Columbia, bricklayers, province-wide, B.C.	510	1.5	0.9	48	2004-04-30
Construction Labour Relations Association of British Columbia, carpenters, province-wide, B.C.	5,960	1.0	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, electricians, province-wide, B.C.	1,500	1.5	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, heavy equipment operators, province-wide, B.C.	2,300	1.1	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, iron workers, province-wide, B.C.	1,750	1.3	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, labourers, province-wide, B.C.	4,700	0.9	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, painters, province-wide, B.C.	1,500	0.5	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, plasterers, province-wide, B.C.	580	0.4	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, plumbers and pipefitters, province-wide, B.C.	2,500	1.3	-0.5	48	2004-04-30
Manufacturing (13 agreements)	28,950	3.4	3.0	39	
Alcan Smelters and Chemicals Ltd., plant and maintenance employees, Kitimat, B.C.	1,320	2.6*	3.0	36	2005-07-23
Babcock & Wilcox Canada, plant and maintenance employees, Cambridge, Ont.	500	3.0	3.0	36	2005-08-31
Boeing Canada Technology Ltd., plant and maintenance employees, Winnipeg, Man.	700	5.0*	5.8	36	2005-07-10
Bombardier Transportation, Mass Transit-North America, production employees, Thunder Bay, Ont.	700	4.0*	1.7	36	2005-05-31
General Motors of Canada Limited, plant and maintenance employees, London, Ont.	1,460	4.0*	3.6	36	2005-09-20
General Motors of Canada Limited, plant and maintenance employees, Oshawa, Ont.	9,980	4.0*	3.6	36	2005-09-20

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Manufacturing (continued)					
General Motors of Canada Limited, plant and maintenance employees, St. Catharines, Ont.	4,730	4.0*	3.6	36	2005-09-20
General Motors of Canada Limited, plant and maintenance employees, Windsor, Ont.	1,700	4.0*	3.6	36	2005-09-20
Manufacturier de Bas Iris inc., production employees, Montréal, Que.	2,000	3.0	2.6	48	2006-02-21
Navistar International Corporation Canada, production employees, Chatham, Ont.	600	0.9*	0.3	24	2004-05-31
NorskeCanada Limited, mill employees, Campbell River, B.C.	550	2.2	2.5	60	2008-04-30
Stelco Inc., production employees, Hamilton, Ont.	4,000	1.6*	1.2	48	2006-07-31
Western Glove Works Ltd., plant and maintenance employees, Winnipeg, Man.	710	1.7	0.0	48	2005-08-17
Wholesale and Retail Trade (5 agreements)	14,270	2.2	1.9	49.6	
Automobile Industry Employers' Association Inc., garage employees, Montréal, Que.	850	2.2	2.0	36	2005-07-15
Calgary Co-operative Association Limited, retail employees, Calgary, Alta.	3,000	2.3	0.0	36	2004-07-17
Finning (Canada) Division of Finning International Inc., truck drivers, province-wide, Alta	1,020	4.3	5.0	36	2005-04-30
Fortino's Supermarket Ltd., retail employees, Hamilton, Ont.	4,200	2.1	2.5	60	2007-06-12
No Frills Franchise Stores, retail employees, province-wide, Ont.	5,200	1.8	1.8	54	2007-01-09
Transportation (1 agreement)	1,100	5.4	11.6	36	
Government of Canada, electronic technicians, Canada-wide	1,100	5.4	11.6	36	2004-08-31
Information and Culture (4 agreements)	7,070	3.0	2.9	31.9	
Canadian Broadcasting Corporation, administrative services employees, Canada-wide	690	3.1	3.0	27	2004-03-31
Canadian Broadcasting Corporation, broadcast and TV employees, Canada-wide	2,860	3.0	3.0	28	2004-03-31
Pacific Newspapers Group Inc., division of Southam Inc., print media employees, Vancouver, B.C.	1,020	2.6	2.5	36	2004-11-30
Toronto Public Library Board, librarians, Toronto, Ont.	2,500	3.0	3.0	36	2004-12-31
Finance, Real Estate, Management Services (2 agreements)	8,720	2.3	2.2	59	
Brink's Canada Limited, armoured car services, province-wide, Ont.	700	3.0	2.7	48	2006-08-27
Security and Investigation Agency of Eastern Quebec Inc., security guards, province-wide, Que.	8,020	2.3	2.1	60	2007-06-30
Education, Health and Social Services (24 agreements)	55,530	3.5	3.9	29	
Calgary Roman Catholic Separate School District No. 1, elementary and secondary teachers, Calgary, Alta.	2,640	6.8	10.2	24	2003-08-31
Canadian Blood Services Centres, health service-non-professionals, London, Ont.	850	3.0	4.0	48	2005-03-31
Catholic District School Board of Eastern Ontario, elementary and secondary teachers, Smiths Falls, Ont.	850	2.9	3.0	24	2004-08-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Chinook's Edge School Division No. 73, elementary and secondary teachers, Red Deer, Alta.	640	6.8	10.2	24	2003-08-31
Community Health Services, Canadian Red Cross Society, health service-non-professionals, Essex County, Ont.	3,500	2.0	2.0	36	2005-03-31
Dalhousie University, support employees, Halifax, N.S.	790	2.4	2.0	36	2004-06-30
Deer Lodge Centre Inc., non-medical employees, Winnipeg, Man.	500	3.1	3.0	26	2004-05-31
Government of British Columbia, nurses, province-wide, B.C.	1,020	5.4*	7.2	36	2004-12-31
Government of New Brunswick, health and social care professionals, province-wide, N.B.	800	3.1	3.6	48	2004-12-31
Government of New Brunswick, para-medical technical employees, province-wide, N.B.	1,290	3.2	3.5	48	2004-12-31
Government of Saskatchewan, elementary and secondary teachers, province-wide, Sask.	12,400	3.9	4.9	24	2004-08-31
Governors of the University of Alberta, administrative and support employees, Edmonton, Alta.	4,300	3.9	4.0	37	2005-04-30
Halton Catholic District School Board, elementary teachers, Burlington, Ont.	950	3.8	5.1	24	2004-08-31
Lambton Kent District School Board, custodial, Sarnia, Ont.	630	2.5	2.5	28	2004-12-31
London Health Sciences Centre, health service-non-professionals, London, Ont.	1,000	2.8	2.5	36	2004-10-10
Niagara Catholic District School Board, secondary teachers, Welland, Ont.	510	2.2	1.8	24	2004-08-31
Nova Scotia Association of Health Organizations, health service-non-professionals, province-wide, N.S.	3,000	2.0	2.0	36	2004-03-31
Post-Secondary Employers' Association, support employees, province-wide, B.C.	3,050	1.9	2.4	15	2002-06-30
Regional Health Authorities of Manitoba, technical employees, province-wide, Man.	11,000	3.0	3.0	26	2004-06-30
Regional Health Authorities of Prince Edward Island, nurses, province-wide, P.E.I.	1,030	6.0	6.0	36	2005-03-31
University of Alberta, professors, Edmonton, Alta.	1,800	4.5	4.0	36	2005-06-30
University of Western Ontario, teaching assistants, London, Ont.	1,200	2.2	2.2	24	2004-08-31
Waterloo Region District School Board, support employees, Kitchener, Ont.	530	2.4	2.4	12	2002-08-31
York University, office and clerical employees, Toronto, Ont.	1,250	3.0	3.0	36	2005-07-31
Entertainment and Hospitality (7 agreements)	4,280	3.3	3.3	41.8	
Canadian Pacific Hotels Corporation (Empress Hotel), hotel and restaurant employees, Victoria, B.C.	500	2.9	2.8	36	2005-08-31
Canadian Pacific Hotels Corporation/Hotel Legacy (Queen Elizabeth), hotel and restaurant employees, Montréal, Que.	680	3.7	3.4	36	2005-06-30
Canadian Pacific Hotels Corporation (Vancouver Hotel) hotel and restaurant employees, Vancouver, B.C.	510	2.7	2.5	36	2005-07-31
Delta Chelsea Hotel, hotel and restaurant employees, Toronto, Ont.	590	3.8	4.2	48	2006-01-31
Legacy Hotels Corporation (Royal York Hotel), hotel and restaurant employees, Toronto, Ont.	800	2.8	3.0	40	2005-07-15
Sheraton Centre Hotel & Towers, hotel and restaurant employees, Toronto, Ont.	700	3.8	4.2	48	2006-01-31
Westin Harbour Castle, hotel and restaurant employees, Toronto, Ont.	500	3.0	3.0	48	2006-05-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Public Administration (15 agreements)	34,850	2.7	3.0	32.5	
British Columbia Buildings Corporation, building maintenance employees, province-wide, B.C.	650	0.0	0.0	36	2005-04-30
Canada Customs and Revenue Agency, auditors, Canada-wide	10,000	2.6	2.8	30	2003-12-21
City of Prince George, outside employees, Prince George, B.C.	500	2.3	2.0	36	2004-12-31
City of Winnipeg, firefighters, Winnipeg, Man.	880	3.5	4.0	24	2003-12-26
Government of Canada, foreign service officers, Canada and abroad	1,030	3.8	5.1	24	2003-06-30
Government of Ontario, administrative and support employees, province-wide, Ont.	2,000	3.5	3.5	12	2002-12-31
Hamilton Police Services, police officers, Hamilton, Ont.	990	3.0	2.9	36	2002-12-31
Parks Canada Agency, administrative and program services, Canada-wide	4,780	2.6	3.2	39	2003-08-04
Regional Municipality of Niagara, office and clerical employees, Niagara Region, Ont.	710	3.0	3.0	36	2004-12-31
Regional Municipality of Waterloo, office and clerical employees, Waterloo, Ont.	710	3.6	4.0	30	2004-06-30
Toronto Police Services Board, office and clerical employees, Toronto, Ont.	900	3.5	3.5	36	2004-12-31
Toronto Police Services Board, police cadets, Toronto, Ont.	1,000	3.5	3.5	36	2004-12-31
Toronto Police Services Board, police officers, Toronto, Ont.	5,000	3.5	3.5	36	2004-12-31
Workers' Compensation Board of British Columbia, office and clerical employees, province-wide, B.C.	2,400	0.7	2.0	36	2005-03-31
Workplace Safety and Insurance Board, office and clerical employees, province-wide, Ont.	3,300	2.1	2.2	36	2005-03-31
Agreements with COLA (12 agreements)	27,940	3.5	3.2	37.5	
*Agreements without COLA (73 agreements)	154,530	2.7	2.8	37.0	
*All Agreements (85 agreements)	182,470	2.8	2.8	37.1	

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Source: Workplace Information Directorate

*A list of settlements of small bargaining units (less than 500 employees) is available
on the Workplace Information Directorate Web site at:*

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>

Table 1
Major Wage Settlements, by Public and Private Sectors,
by Year and Quarter

Year	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)	(000's)	(%)		(Months)	(000's)	(%)		(Months)	(000's)	(%)	
1982	319	14.6	865.1	10.4	189	25.2	282.2	9.5	508	17.2	1,147.3	10.2
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	276	17.0	635.2	3.9	283	26.1	521.0	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	321	25.3	709.2	3.6	232	26.0	412.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	294	30.0	736.0	5.2	159	28.6	265.8	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	301	21.7	975.9	2.0	195	32.2	330.9	2.6	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	-0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	215	31.5	629.6	0.6	186	35.9	278.4	1.4	401	32.8	908.0	0.9
1996	212	31.7	564.3	0.5	166	34.7	246.1	1.7	378	32.6	810.4	0.9
1997	220	30.3	370.3	1.1	159	38.1	321.9	1.8	379	33.9	692.2	1.5
1998	221	31.1	646.3	1.6	191	33.7	295.5	1.8	412	31.9	941.8	1.7
1999	219	35.0	510.6	1.9	160	38.3	317.6	2.7	379	36.2	828.1	2.2
2000	303	33.6	918.0	2.5	103	42.1	163.3	2.4	406	34.9	1,081.3	2.5
2001	258	31.9	690.4	3.2	163	36.3	293.0	3.0	421	33.2	983.4	3.1
2002 *	197	25.2	684.0	2.8	80	42.5	157.3	2.4	277	28.4	841.3	2.7
* Year to Date												
Quarter												
1999 I	79	32.5	192.9	1.3	32	37.5	59.0	2.2	111	33.7	251.9	1.5
II	72	37.4	208.5	2.4	54	40.8	64.0	2.5	126	38.2	272.4	2.4
III	33	36.9	50.0	2.3	42	37.3	127.1	2.4	75	37.2	177.1	2.4
IV	35	33.3	59.3	2.2	32	38.3	67.5	3.8	67	35.9	126.7	3.1
2000 I	122	39.9	497.4	2.3	30	30.5	39.2	3.0	152	39.2	536.6	2.4
II	58	21.3	208.4	2.5	29	41.1	34.3	2.6	87	24.1	242.7	2.5
III	44	33.5	79.6	2.6	20	52.2	58.8	1.9	64	41.4	138.4	2.3
IV	79	29.3	132.5	3.0	24	38.6	31.0	2.3	103	31.1	163.6	2.9
2001 I	59	29.7	144.3	3.8	20	35.9	34.1	2.4	79	30.8	178.4	3.5
II	88	30.9	200.8	2.7	69	35.6	113.4	3.0	157	32.6	314.2	2.8
III	58	31.2	129.0	3.5	43	35.8	114.5	3.2	101	33.4	243.5	3.4
IV	53	34.9	216.3	3.1	31	41.2	31.0	2.4	84	35.7	247.3	3.0
2002 I	47	34.4	177.2	3.1	16	38.6	30.0	2.0	63	35.0	207.2	2.9
II	105	19.9	405.9	2.7	24	39.6	45.7	2.5	129	21.9	451.6	2.6
III	45	30.3	100.9	3.2	40	45.5	81.5	2.4	85	37.1	182.5	2.8
IV	-	-	-	-	-	-	-	-	-	-	-	-

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 2
Effective Wage Adjustment in Base Rates, by Region/Jurisdiction,
by Year and Quarter

	1999	2000	2001	2001	2002		
				4	1	2	3
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Sectors							
CANADA	2.2	2.5	3.1	3.0	2.9	2.6	2.8
<i>Atlantic</i>	2.0	2.6	3.9	3.6	5.7	3.9	3.0
Newfoundland and Labrador	1.7	3.3	5.0	5.1	7.5	6.0	-
Prince Edward Island	2.7	2.2	3.1	3.3	-	3.2	6.0
Nova Scotia	2.1	2.2	3.7	3.7	2.5	2.3	2.1
New Brunswick	2.4	2.8	3.4	3.6	3.1	2.3	3.2
Quebec	1.7	2.4	2.8	3.2	2.5	2.1	2.5
Ontario	2.2	2.6	2.9	2.6	2.7	2.8	3.0
<i>Prairies</i>	3.0	3.8	4.2	3.6	3.7	5.5	3.7
Manitoba	2.5	2.6	2.4	3.0	2.8	5.4	3.0
Saskatchewan	2.0	3.5	2.9	3.0	3.6	4.7	3.9
Alberta	4.0	4.5	5.1	4.4	6.8	6.1	4.4
British Columbia	0.8	1.6	2.7	2.3	2.5	1.0	1.4
Territories	1.9	2.9	3.1	-	-	3.0	-
Multiprovince	2.8	2.4	3.2	4.0	-	-	4.3
Federal	2.8	2.2	3.0	2.8	2.8	2.8	2.9
Public Sector							
CANADA	1.9	2.5	3.2	3.1	3.1	2.7	3.2
<i>Atlantic</i>	1.8	2.9	4.0	3.7	5.7	4.1	3.0
Newfoundland and Labrador	1.3	5.3	5.0	5.1	7.5	7.1	-
Prince Edward Island	2.9	2.2	3.1	3.3	-	3.2	6.0
Nova Scotia	2.3	2.2	3.8	-	2.5	2.3	2.1
New Brunswick	3.1	3.5	3.5	3.7	3.1	2.4	3.2
Quebec	1.9	2.3	2.7	5.0	2.6	2.0	2.5
Ontario	1.5	2.7	3.0	2.7	2.8	2.8	2.9
<i>Prairies</i>	2.9	3.8	4.1	3.7	4.2	6.1	3.9
Manitoba	2.4	2.5	2.4	3.0	3.1	6.4	3.0
Saskatchewan	2.2	3.6	2.9	3.0	4.2	5.3	3.9
Alberta	3.8	4.5	4.9	4.4	6.8	6.1	5.0
British Columbia	0.7	1.3	2.7	2.5	2.5	0.2	1.9
Territories	1.9	2.9	3.1	-	-	3.0	-
Multiprovince	-	-	-	-	-	-	-
Federal	2.8	2.2	3.1	2.8	2.9	2.9	2.9
Private Sector							
CANADA	2.7	2.4	3.0	2.4	2.0	2.5	2.4
<i>Atlantic</i>	2.2	1.7	3.3	3.5	-	2.7	-
Newfoundland and Labrador	2.4	2.0	-	-	-	3.0	-
Prince Edward Island	2.3	-	-	-	-	-	-
Nova Scotia	1.9	1.7	3.3	3.7	-	-	-
New Brunswick	2.3	1.4	3.0	3.0	-	2.0	-
Quebec	1.6	3.2	2.8	2.0	2.4	3.3	2.5
Ontario	3.6	2.3	2.8	2.2	1.9	2.5	3.1
<i>Prairies</i>	3.7	3.9	4.8	2.5	1.7	0.6	2.4
Manitoba	2.9	3.3	2.5	-	1.7	0.0	2.5
Saskatchewan	0.8	2.0	2.9	2.9	1.6	1.6	-
Alberta	5.0	5.0	5.5	1.6	-	-	2.3
British Columbia	1.2	2.0	1.7	1.5	-	1.9	1.3
Territories	-	-	-	-	-	-	-
Multiprovince	2.8	2.4	3.2	4.0	-	-	4.3
Federal	2.8	2.2	2.6	2.3	2.1	2.8	3.0

Table 3
Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter

	1999		2000		2001	
	Number of Agreements	Number of Employees	Number of Agreements	Number of Employees	Number of Agreements	Number of Employees
		(000's)		(000's)		(000's)
All Sectors						
CANADA	379	828.1	406	1,081.3	421	983.4
<i>Atlantic</i>	22	20.0	19	28.5	33	62.9
Newfoundland and Labrador	8	9.7	4	5.0	7	16.1
Prince Edward Island	3	2.2	2	1.3	5	6.7
Nova Scotia	6	3.9	4	11.7	15	19.4
New Brunswick	5	4.3	9	10.4	6	20.6
Quebec	39	115.1	96	345.9	42	110.6
Ontario	176	320.1	150	286.9	180	309.2
<i>Prairies</i>	68	141.4	62	109.3	76	147.8
Manitoba	18	38.7	20	29.7	16	12.8
Saskatchewan	14	41.1	4	14.3	14	41.9
Alberta	36	61.6	38	65.2	46	93.1
British Columbia	26	73.1	38	67.7	33	165.6
Territories	2	4.6	3	5.6	2	2.0
Multiprovince	3	2.2	3	2.8	8	13.8
Federal	43	151.6	35	234.7	47	171.7
Public Sector						
CANADA	219	510.6	303	918.0	258	690.4
<i>Atlantic</i>	10	10.7	10	20.6	25	55.5
Newfoundland and Labrador	4	6.6	3	2.0	7	16.1
Prince Edward Island	2	1.5	2	1.3	5	6.7
Nova Scotia	3	2.1	2	10.6	8	13.3
New Brunswick	1	0.6	3	6.7	5	19.4
Quebec	12	25.8	76	322.0	18	25.8
Ontario	117	216.0	105	212.6	108	187.0
<i>Prairies</i>	48	119.3	58	106.0	55	118.1
Manitoba	13	34.2	19	28.6	9	7.2
Saskatchewan	10	36.7	3	13.8	12	40.6
Alberta	25	48.5	36	63.7	34	70.3
British Columbia	13	57.6	29	41.6	24	157.6
Territories	2	4.6	3	5.6	2	2.0
Multiprovince	-	-	-	-	-	-
Federal	17	76.5	22	209.5	26	144.4
Private Sector						
CANADA	160	317.6	103	163.3	163	293.0
<i>Atlantic</i>	12	9.3	9	7.8	8	7.3
Newfoundland and Labrador	4	3.1	1	3.0	-	-
Prince Edward Island	1	0.7	-	-	-	-
Nova Scotia	3	1.8	2	1.1	7	6.1
New Brunswick	4	3.7	6	3.7	1	1.2
Quebec	27	89.3	20	23.8	24	84.7
Ontario	59	104.1	45	74.3	72	122.2
<i>Prairies</i>	20	22.1	4	3.2	21	29.7
Manitoba	5	4.6	1	1.1	7	5.7
Saskatchewan	4	4.4	1	0.6	2	1.2
Alberta	11	13.1	2	1.5	12	22.8
British Columbia	13	15.5	9	26.0	9	7.9
Territories	-	-	-	-	-	-
Multiprovince	3	2.2	3	2.8	8	13.8
Federal	26	75.1	13	25.2	21	27.3

Table 3 (continued)

**Number of Agreements and Employees Covered, by Region/Jurisdiction,
by Year and Quarter**

	2001				2002			
	4		1		2		3	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	84	247.3	63	207.2	129	451.6	85	182.5
<i>Atlantic</i>	9	15.9	4	13.0	10	22.1	5	6.9
Newfoundland and Labrador	1	0.7	1	8.0	4	9.2	-	-
Prince Edward Island	1	2.3	-	-	1	0.6	1	1.0
Nova Scotia	4	3.5	2	1.7	2	8.1	2	3.8
New Brunswick	3	9.4	1	3.3	3	4.2	2	2.1
Quebec	9	9.5	8	10.8	55	266.9	5	14.4
Ontario	22	52.6	23	79.5	34	84.8	34	64.7
<i>Prairies</i>	22	50.3	16	14.8	15	45.8	13	40.2
Manitoba	2	1.8	9	8.1	6	19.5	6	14.8
Saskatchewan	5	24.3	3	4.1	3	10.4	1	12.4
Alberta	15	24.3	4	2.5	6	15.9	6	13.0
British Columbia	5	10.4	4	47.6	6	9.6	20	34.1
Territories	-	-	-	-	1	3.2	-	-
Multiprovince	1	0.9	-	-	-	-	1	1.0
Federal	16	107.6	8	41.5	8	19.3	7	21.2
Public Sector								
CANADA	53	216.3	47	177.2	105	405.9	45	100.9
<i>Atlantic</i>	4	11.2	4	13.0	8	18.6	5	6.9
Newfoundland and Labrador	1	0.7	1	8.0	3	6.7	-	-
Prince Edward Island	1	2.3	-	-	1	0.6	1	1.0
Nova Scotia	-	-	2	1.7	2	8.1	2	3.8
New Brunswick	2	8.2	1	3.3	2	3.2	2	2.1
Quebec	3	3.6	4	4.2	50	256.4	1	2.8
Ontario	14	43.7	17	63.5	26	78.8	19	28.4
<i>Prairies</i>	19	48.5	13	12.0	13	40.9	9	34.8
Manitoba	2	1.8	7	6.3	5	16.4	3	12.4
Saskatchewan	3	23.1	2	3.2	2	8.7	1	12.4
Alberta	14	23.7	4	2.5	6	15.9	5	10.0
British Columbia	2	7.4	4	47.6	3	4.9	5	7.6
Territories	-	-	-	-	1	3.2	-	-
Multiprovince	-	-	-	-	-	-	-	-
Federal	11	101.9	5	37.0	4	3.1	6	20.5
Private Sector								
CANADA	31	31.0	16	30.0	24	45.7	40	81.5
<i>Atlantic</i>	5	4.7	-	-	2	3.5	-	-
Newfoundland and Labrador	-	-	-	-	1	2.5	-	-
Prince Edward Island	-	-	-	-	-	-	-	-
Nova Scotia	4	3.5	-	-	-	-	-	-
New Brunswick	1	1.2	-	-	1	1.0	-	-
Quebec	6	5.9	4	6.7	5	10.6	4	11.6
Ontario	8	8.9	6	16.0	8	6.0	15	36.3
<i>Prairies</i>	3	1.8	3	2.8	2	4.9	4	5.5
Manitoba	-	-	2	1.8	1	3.2	3	2.5
Saskatchewan	2	1.2	1	1.0	1	1.8	-	-
Alberta	1	0.6	-	-	-	-	1	3.0
British Columbia	3	3.0	-	-	3	4.6	15	26.5
Territories	-	-	-	-	-	-	-	-
Multiprovince	1	0.9	-	-	-	-	1	1.0
Federal	5	5.7	3	4.6	4	16.1	1	0.7

Table 4

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)	(Months)	(000's)	(%)	(Months)	(Months)	(000's)	(%)	(Months)	(Months)	(000's)	(%)
Primary Industries												
1999	4	47.8	2.9	1.8	4	45.2	3.8	2.5	8	46.3	6.7	2.2
2000	1	40.0	0.5	2.0	3	36.0	4.9	1.8	4	36.4	5.5	1.8
2001	4	40.9	3.3	3.1	2	45.5	3.1	2.0	6	43.1	6.4	2.6
2001 IV	2	36.0	1.2	2.3	-	-	-	-	2	36.0	1.2	2.3
2002 I	-	-	-	-	-	-	-	-	-	-	-	-
II	1	48.0	0.6	1.5	-	-	-	-	1	48.0	0.6	1.5
III	-	-	-	-	2	36.0	1.7	1.7	2	36.0	1.7	1.7
Utilities												
1999	14	50.8	30.1	1.9	2	24.0	1.6	2.4	16	49.5	31.7	1.9
2000	14	24.5	25.1	3.5	-	-	-	-	14	24.5	25.1	3.5
2001	10	26.4	12.5	2.6	4	47.0	9.8	2.3	14	35.5	22.3	2.5
2001 IV	3	28.3	2.7	2.7	2	51.0	8.3	2.3	5	45.5	11.0	2.4
2002 I	3	19.1	6.1	3.3	-	-	-	-	3	19.1	6.1	3.3
II	5	40.1	6.4	0.7	-	-	-	-	5	40.1	6.4	0.7
III	2	24.0	3.4	2.8	-	-	-	-	2	24.0	3.4	2.8
Construction												
1999	22	35.8	99.1	1.9	-	-	-	-	22	35.8	99.1	1.9
2000	7	25.2	8.9	3.6	1	48.0	0.5	2.7	8	26.4	9.4	3.6
2001	61	34.7	190.8	3.2	3	60.0	2.5	3.5	64	35.0	193.3	3.2
2001 IV	3	31.0	2.9	3.3	3	60.0	2.5	3.5	6	44.4	5.4	3.4
2002 I	-	-	-	-	-	-	-	-	-	-	-	-
II	-	-	-	-	-	-	-	-	-	-	-	-
III	10	48.0	22.6	1.1	-	-	-	-	10	48.0	22.6	1.1
Manufacturing												
1999	44	51.8	32.8	1.9	31	35.4	72.8	4.3	75	40.5	105.6	3.6
2000	36	33.5	47.4	2.2	17	35.8	21.7	3.5	53	34.2	69.0	2.6
2001	23	46.4	18.7	2.3	27	36.2	26.3	2.6	50	40.4	44.9	2.5
2001 IV	6	62.9	4.4	2.3	7	36.1	9.6	2.0	13	44.4	14.0	2.1
2002 I	7	36.9	10.2	2.7	-	-	-	-	7	36.9	10.2	2.7
II	8	40.6	14.6	3.1	4	36.0	2.8	2.8	12	39.9	17.4	3.0
III	4	48.2	3.8	2.7	9	37.6	25.2	3.5	13	39.0	29.0	3.4
Wholesale and Retail Trade												
1999	9	31.0	10.7	1.6	1	36.0	5.2	0.6	10	32.7	15.9	1.3
2000	12	53.8	33.0	1.9	2	71.4	10.6	1.0	14	58.1	43.6	1.7
2001	6	48.5	4.8	1.6	-	-	-	-	6	48.5	4.8	1.6
2001 IV	1	36.0	1.0	1.3	-	-	-	-	1	36.0	1.0	1.3
2002 I	3	40.9	9.0	1.6	1	36.0	5.2	1.4	4	39.1	14.2	1.6
II	6	39.7	12.1	2.2	-	-	-	-	6	39.7	12.1	2.2
III	5	49.6	14.3	2.2	-	-	-	-	5	49.6	14.3	2.2
Transportation												
1999	19	37.9	47.2	2.9	4	43.0	12.8	2.3	23	39.0	60.0	2.8
2000	14	39.0	41.1	2.7	5	34.3	53.6	2.1	19	36.3	94.7	2.4
2001	24	34.2	32.1	2.8	3	46.8	4.9	3.3	27	35.8	37.0	2.9
2001 IV	4	33.2	3.7	2.0	-	-	-	-	4	33.2	3.7	2.0
2002 I	3	38.8	4.5	2.0	2	37.7	3.5	2.9	5	38.3	8.0	2.4
II	3	36.0	10.8	2.7	-	-	-	-	3	36.0	10.8	2.7
III	1	36.0	1.1	5.4	-	-	-	-	1	36.0	1.1	5.4

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 4 (continued)

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
	(Months)	(000's)	(%)		(Months)	(000's)	(%)		(Months)	(000's)	(%)	
Information and Culture												
1999	14	32.5	34.8	2.5	4	56.7	11.2	2.4	18	38.4	46.0	2.5
2000	8	39.4	10.3	2.9	-	-	-	-	8	39.4	10.3	2.9
2001	6	34.5	8.9	3.2	1	60.0	1.1	2.8	7	37.4	10.1	3.2
2001 IV	3	32.1	4.3	2.9	-	-	-	-	3	32.1	4.3	2.9
2002 I	1	36.0	1.0	3.0	-	-	-	-	1	36.0	1.0	3.0
II	2	35.7	13.5	3.1	1	36.0	0.9	1.7	3	35.7	14.4	3.0
III	4	31.9	7.1	3.0	-	-	-	-	4	31.9	7.1	3.0
Finance, Real Estate and Management Services												
1999	4	34.5	2.9	2.8	-	-	-	-	4	34.5	2.9	2.8
2000	7	35.4	12.0	1.7	1	36.0	1.1	2.8	8	35.4	13.1	1.8
2001	12	37.1	14.6	2.2	-	-	-	-	12	37.1	14.6	2.2
2001 IV	1	36.0	1.4	1.4	-	-	-	-	1	36.0	1.4	1.4
2002 I	1	60.0	0.5	2.0	-	-	-	-	1	60.0	0.5	2.0
II	1	24.0	0.8	0.0	-	-	-	-	1	24.0	0.8	0.0
III	2	59.0	8.7	2.3	-	-	-	-	2	59.0	8.7	2.3
Education, Health and Social Services												
1999	140	36.4	301.9	1.8	-	-	-	-	140	36.4	301.9	1.8
2000	201	38.2	503.6	2.6	1	36.0	0.9	4.7	202	38.2	504.5	2.6
2001	164	28.7	301.8	3.5	5	36.8	101.3	2.8	169	30.7	403.1	3.3
2001 IV	29	34.6	83.5	3.1	-	-	-	-	29	34.6	83.5	3.1
2002 I	32	34.4	119.7	3.1	-	-	-	-	32	34.4	119.7	3.1
II	79	16.1	270.6	2.8	1	36.0	0.9	2.1	80	16.2	271.5	2.8
III	23	28.9	54.5	3.4	1	36.0	1.0	5.4	24	29.0	55.5	3.5
Entertainment and Hospitality												
1999	14	33.6	13.3	2.6	-	-	-	-	14	33.6	13.3	2.6
2000	6	46.2	7.7	3.0	-	-	-	-	6	46.2	7.7	3.0
2001	4	36.0	6.4	4.0	-	-	-	-	4	36.0	6.4	4.0
2001 IV	-	-	-	-	-	-	-	-	-	-	-	-
2002 I	-	-	-	-	1	36.0	0.6	2.2	1	36.0	0.6	2.2
II	2	46.5	4.0	1.9	-	-	-	-	2	46.5	4.0	1.9
III	7	41.8	4.3	3.3	-	-	-	-	7	41.8	4.3	3.3
Public Administration												
1999	47	28.5	143.2	2.2	2	36.0	1.8	2.1	49	28.6	145.0	2.2
2000	69	25.9	293.2	2.3	1	36.0	5.3	2.4	70	26.1	298.5	2.3
2001	56	32.5	204.0	3.1	6	36.0	36.5	2.7	62	33.1	240.6	3.0
2001 IV	19	34.2	120.8	3.1	1	48.0	0.9	2.1	20	34.3	121.7	3.1
2002 I	7	36.2	44.8	2.8	2	36.0	2.2	2.6	9	36.2	47.0	2.8
II	16	25.6	113.6	2.4	-	-	-	-	16	25.6	113.6	2.4
III	15	32.5	34.9	2.7	-	-	-	-	15	32.5	34.9	2.7

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 5
Effective Adjustment in Base Rates, Number of Agreements and Employees Covered,
by Year and Quarter

	1999	2000	2001	2001	2002		
				4	1	2	3
All Industries							
Wage Adjustment (%)	2.2	2.5	3.1	3.0	2.9	2.6	2.8
Number of Agreements	379	406	421	84	63	129	85
Number of Employees (000's)	828.1	1,081.3	983.4	247.3	207.2	451.6	182.5
Private Sector							
Wage Adjustment (%)	2.7	2.4	3.0	2.4	2.0	2.5	2.4
Number of Agreements	160	103	163	31	16	24	40
Number of Employees (000's)	317.6	163.3	293.0	31.0	30.0	45.7	81.5
Public Sector							
Wage Adjustment (%)	1.9	2.5	3.2	3.1	3.1	2.7	3.2
Number of Agreements	219	303	258	53	47	105	45
Number of Employees (000's)	510.6	918.0	690.4	216.3	177.2	405.9	100.9
Federal Administration							
Wage Adjustment (%)	2.9	2.1	3.0	2.8	2.9	4.0	2.8
Number of Agreements	10	18	17	9	3	2	4
Number of Employees (000's)	53.2	154.8	131.5	99.6	33.5	1.2	16.9
Federal Crown Corporations							
Wage Adjustment (%)	2.4	2.2	3.7	3.0	2.9	2.1	3.0
Number of Agreements	6	3	7	2	2	2	2
Number of Employees (000's)	19.8	46.6	9.2	2.3	3.5	1.9	3.6
Provincial Administration							
Wage Adjustment (%)	1.6	2.6	3.2	4.3	2.6	2.4	1.9
Number of Agreements	21	37	26	8	3	13	4
Number of Employees (000's)	73.9	114.4	86.2	17.2	9.9	113.0	8.4
Local Administration							
Wage Adjustment (%)	2.3	2.5	2.6	3.0	3.0	2.8	3.4
Number of Agreements	34	33	28	3	4	6	8
Number of Employees (000's)	44.2	69.2	38.3	3.1	4.5	16.9	10.7
Education, Health and Welfare							
Wage Adjustment (%)	1.8	2.6	3.3	3.2	3.1	2.8	3.4
Number of Agreements	138	200	167	28	32	80	25
Number of Employees (000's)	296.2	501.9	400.5	84.8	119.7	271.5	58.0
Public Utilities							
Wage Adjustment (%)	2.3	3.6	2.7	2.3	3.3	2.2	2.8
Number of Agreements	10	12	13	3	3	2	2
Number of Employees (000's)	23.3	31.0	24.7	9.3	6.1	1.4	3.4

Table 6
Selected Economic Indicators
by Year and Quarter

	1999	2000	2001	2001-2002			
				4	1	2	3
Wage Settlements (%)	2.2	2.5	3.1	3.0	2.9	2.6	2.8
Public Sector (%)	1.9	2.5	3.2	3.1	3.1	2.7	3.2
Private Sector (%)	2.7	2.4	3.0	2.4	2.0	2.5	2.4
Agreements in Force	2.0	2.3	2.8	2.9	2.9	2.9	2.7
Public Sector (%)	1.8	2.2	2.9	3.0	3.0	3.0	2.7
Private Sector (%)	2.2	2.4	2.6	2.8	2.6	2.8	2.7
Consumer Price Index Per Cent Change ¹	1.7	2.7	2.6	1.1	1.5	1.3	2.3
GDP ² at Basic Prices ³ Per Cent Change ¹	4.8	4.7	1.4	0.4	1.6	2.8	4.3
Labour Productivity Growth (%)	2.2	1.9	0.4	0.4	1.1	1.4	1.4
Unit Labour Cost (%)	0.8	3.7	2.8	2.2	1.0	0.8	1.1
Unemployment Rate ³	7.6	6.8	7.2	7.7	7.8	7.6	7.6
Employment (000's) ³	14,531	14,910	15,077	15,094	15,199	15,339	15,470
Per Cent Change ¹	2.8	2.6	1.1	0.4	1.1	1.8	2.7
Average Weekly Earnings ³	\$ 638.67	\$ 653.50	\$ 665.09	\$ 670.44	\$ 672.98	\$ 675.72	\$ 678.44
Per Cent Change ¹	1.0	2.3	1.8	1.9	1.8	2.1	1.6
Average Hourly Earnings	\$ 16.07	\$ 16.50	\$ 16.79	\$ 17.05	\$ 17.10	\$ 17.14	\$ 17.10
Per Cent Change ¹	1.6	2.8	1.6	3.6	3.0	2.7	0.8

¹ Per cent change from the same period of the previous year

² GDP—Gross domestic product at basic prices (1997)

³ Seasonally adjusted data

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated **cost-of-living allowance (COLA)** payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract dura-

tion. In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an **inflation projection of 2.0 per cent** has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion.*

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly

financed out of general taxation or other public funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the federal government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and territorial governments

- (a) provincial and territorial government administration;
- (b) health, education and social services agencies or institutions:
 - (i) public hospitals,
 - (ii) provincial residential care facilities,
 - (iii) universities,
 - (iv) colleges, vocational and trade institutions,
 - (v) social services business enterprise,
 - (vi) provincial elementary and secondary schools.

(3) Local Government Administration

- (a) local government organizations such as: municipalities, boards, commissions;
- (b) school boards;
- (c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

- (a) a government holds more than 50 per cent of its voting equity, directly;
- (b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

- (a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
 - (i) the holding is the largest block of voting equity; and
 - (ii) the holding exceeds 33.3 per cent of the voting equity; and
 - (iii) the block is larger than the combined percentage of the next two largest blocks;
- (b) the commercial enterprise declares that it is effectively controlled by a government;
- (c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

WORK STOPPAGES—2002 AND CHRONOLOGICAL PERSPECTIVE

Workplace Information Directorate
Labour Program, Human Resources Development Canada

Major Work Stoppages (500 or More Workers)

Summary

There were 15 work stoppages involving 500 and more workers during the third quarter of 2002 in Canada. Three major work stoppages accounted for 69 per cent of the person-days not worked. The strikes involving City of Toronto (inside and outside workers) and the Canadian Union of Public Employees represented 143,760 person-days not worked, which accounted for

approximately 29 per cent. Two work stoppages in Quebec accounted for approximately 40 per cent of the person-days not worked: the work stoppage of 2,200 administrative and technical employees of Vidéotron Ltd. represented 138,600 person-days not worked while the work stoppage of the 900 security employees of Secur Inc. generated 56,700 person-days not worked.

Table 1

**Major Work Stoppages by Jurisdiction
Third Quarter 2002**

Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	-	-	-
Prince Edward Island	-	-	-
Nova Scotia	1	500	500
New Brunswick	1	957	18,180
Quebec	2	1,060	33,060
Ontario	5	27,850	214,000
Manitoba	1	1,500	4,290
Saskatchewan	1	600	5,570
Alberta	-	-	-
British Columbia	1	906	12,300
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	12	33,373	287,900
Canada Labour Code-Part I	3	3,600	206,090
Federal Administration	-	-	-
Federal Total	3	3,600	206,090
Total	15	36,973	493,990

Source: Workplace Information Directorate

Table 2

**Major Work Stoppages by Industry
Third Quarter 2002**

Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	-	-	-
Utilities	-	-	-
Construction	-	-	-
Manufacturing	3	1,630	41,820
Wholesale and Retail Trade	2	5,000	61,420
Transportation	1	500	10,790
Information and Culture	2	3,106	150,900
Finance, Real Estate and Management Services	1	900	56,700
Education, Health and Social Services	2	2,100	9,860
Entertainment and Hospitality	1	560	580
Public Administration	3	23,177	161,940
Various Industries	-	-	-
Total	15	36,973	493,990

Source: Workplace Information Directorate

All Work Stoppages—Second Quarter 2002 (One or More Workers)

Table 3

All Work Stoppages by Jurisdiction Second Quarter 2002

Cumulative to June 30, 2002

Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	1	13	20
Prince Edward Island	1	6	180
Nova Scotia	5	883	15,245
New Brunswick	3	105	6,340
Quebec	49	16,145	260,430
Ontario	55	42,696	1,228,010
Manitoba	4	529	7,264
Saskatchewan	4	2,262	19,117
Alberta	3	14,288	37,310
British Columbia	15	36,134	49,595
Territories	-	-	-
Multi-province	-	-	-
Total Provinces	140	113,061	1,623,511
Canada Labour Code-Part I	17	4,356	181,850
Federal Administration	-	-	-
Federal Total	17	4,356	181,850
Total	157	117,417	1,805,361

Source: Workplace Information Directorate

Table 4

All Work Stoppages by Industry Second Quarter 2002

Cumulative to June 30, 2002

Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	2	566	21,350
Utilities	1	38	190
Construction	4	169	3,450
Manufacturing	56	16,754	310,105
Wholesale and Retail Trade	18	4,193	67,435
Transportation	18	1,405	34,070
Information and Culture	7	3,953	151,400
Finance, Real Estate and Management Services	5	318	8,480
Education, Health and Social Services	19	51,438	111,080
Entertainment and Hospitality	16	795	25,921
Public Administration	11	37,788	1,071,880
Various Industries	-	-	-
Total	157	117,417	1,805,361

Source: Workplace Information Directorate

A weekly listing of major work stoppages in Canada and a full chronological perspective are available on the Workplace Information Directorate Web site at:

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>

Table 5

All Work Stoppages—A Chronological Perspective

Period	Number Beginning Month or Year	In Existence During Year or Month*			% of Estimated Working Time
		Total Number	Workers Involved	Person-days Not Worked	
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,070	0.05
1996	297	330	281,438	3,351,240	0.11
1997	229	284	257,664	3,610,210	0.12
1998	341	381	244,402	2,443,870	0.08
1999	358	413	158,415	2,442,580	0.08
2000	321	379	143,456	1,656,790	0.05
2001	324	380	220,446	2,203,785	0.07
2002	114	157	117,417	1,805,361	0.11
2001					
July	31	92	19,229	178,195	0.06
August	23	74	78,368	208,575	0.07
September	16	62	23,055	110,790	0.04
October	25	66	7,746	81,000	0.03
November	15	59	12,280	74,890	0.03
December	22	60	8,901	99,970	0.04
2002					
January	20	63	44,048	124,670	0.05
February	15	56	18,284	75,570	0.03
March	14	56	38,666	438,676	0.16
April	19	55	45,067	770,424	0.28
May	29	78	46,361	249,354	0.09
June	17	69	14,320	146,667	0.05

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the North American Industry Classification System (1997).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a

stoppage commenced in a previous year, the maximum number during the whole stoppage is the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages

in terms of a common denominator; they are not intended as a measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses

covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g. minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

Workplace
Information

Information
sur les milieux
de travail

INNOVATIVE WORKPLACE PRACTICES

Bruce Aldridge
Workplace Information Directorate
Labour Program, Human Resources Development Canada

This overview of workplace innovations is based on a review of 95 collective agreement settlements negotiated during the third quarter of 2002. Of these, 44 settlements contained provisions considered to be innovative or of particular interest.

Duration

Of 95 settlements reviewed during the quarter, 45 collective agreements had a duration ranging from 30 to 36 months. Twenty-one collective agreements had terms of 24 months, while 11 had a duration of between 12 and 20 months. A further 11 settlements had a duration of between 40 and 48 months. The remaining seven had durations of over 50 months. The longest duration was of 72 months between Cambior, La Mine Doyon at Rouyn-Noranda, Quebec and the United Steelworkers of America covering 310 mine employees.

Compensation

The Canadian Standards Association, Toronto, Ontario and Canadian Union of Public Employees have introduced a **"Hot Skills" premium** whereby the parties recognize that from time to time business and economic conditions create a situation wherein existing pay rates and schedules are insufficient for attraction and retention of certain key resources. When such situations arise, the parties will define the difficulties encountered and discuss potential actions and solutions. An external compensation organization will be engaged to conduct a market survey to assess wage competitiveness and their findings recommended to the parties. The parties will then mutually agree on the amount and form of premium to be paid to identified positions.

A **goal-sharing** plan has been established with Workers' Compensation Board of British Columbia, province-wide, and Compensation Employees' Union to provide employees with annual lump-sum payments equal to 2.0 per cent of annual salary if plan targets are reached. Stated criteria include operational

efficiencies created by changes in the collective agreement and improvements to service quality.

Stelco Inc., Hilton Works, Hamilton, Ontario and United Steelworkers of America have an **income-sharing** plan which is based on the employer's quarterly financial performance and measured in terms of Adjusted Gross Margin. Payments will be made when the quarterly margin exceeds 12.9 per cent.

Westin Harbour Castle in Toronto, Ontario and United Food and Commercial Workers Union have a **performance bonus** whereby, should the employer meet its financial objective for the quarter, a bonus of \$125 will be paid to each full-time employee on a quarterly basis provided specified employee performance criteria have been met. The Royal Canadian Mint in Ottawa, Ontario and Winnipeg, Manitoba and Public Service Alliance of Canada continue an **off-scale performance** award. In each of the three years of the collective agreement, 2.0 per cent of total bargaining unit payroll will be divided equally among eligible employees if profits, before income tax, are from \$1.7 million to \$3 million; 3.0 per cent if profits are from \$3 million to \$6 million; and 4.0 per cent if profits exceed \$6 million. Canadian Imperial Bank of Commerce, Visa Centre, Toronto, Ontario and United Steelworkers of America have also introduced a **performance pay** for employees with a qualifying work performance rating of three or better. They will receive a 2.5 per cent wage adjustment in the first year of the contract and a 2.0 per cent in the second. Should this cause the wage rate to exceed the classification range maximum, the payment will be paid out as a lump-sum amount. A **performance incentive** program has been established with Bell Canada, province-wide, Quebec and Ontario, and Canadian Telecommunications Employees Association. A new payment based on individual performance will be created to reward outstanding achievement. A fund equal to 5.0 per cent of the total payroll in each category will be shared annually between the employees demonstrating above-average performance.

Serco Facilities Management Inc., Goose Bay, Newfoundland and Labrador and Public Service

Alliance of Canada have inserted a **performance incentive fee-sharing** plan in a letter of understanding. To improve productivity and efficiency by way of cooperation and reward, Serco and the Union of National Defence Employees, Local 90125, agreed to partner in the sharing of a performance incentive fee award. The incentive fee is awarded by the Department of National Defence every four months and is based on the performance of the company and its employees as measured by DND criteria. Effective April 1, 2003, the parties have agreed to the sharing of the incentive fee with each party receiving 50 per cent. Each employee's share will be calculated at 50 per cent minus 5.0 per cent, divided by the number of entitled employees times regular hours employed divided by 2080. The 5.0 per cent deducted will be placed in a trust account towards a fund to be distributed for humanitarian and educational purposes as recommended through joint consultation.

The Liquor Control Board of Ontario, province-wide and Ontario Liquor Boards Employees' Union have included a **profit-sharing** adjustment within the first wage adjustment of their collective agreement. In the first year, the 4.0 per cent wage adjustment includes a 1.0 per cent adjustment in recognition of record profits. Hydro-Québec, province-wide and Canadian Union of Public Employees have also included a 1.0 per cent cost-savings adjustment within the 3.0 per cent first year wage adjustment. This adjustment is conditional on recurring and permanent savings which were achieved as a result of improvements to provisions of union activity leave, grievance adjudication and vacation leave. In the second year, the savings will be achieved on the basis of job-related issues and the introduction of new pay-related factors for employees on stand-by and telework overtime that does not involve travel.

A **deferred salary** leave has been negotiated with the City of Saskatoon, Saskatchewan and Saskatoon City Police Association. Employees with at least five years service are eligible and can defer from 10 per cent to 30 per cent of salary per year. The leave shall not be less than six months nor greater than 12 months and the employer will continue to pay its share of premium costs for group insurance and dental plan during the leave period. The Government of Northwest Territories, territory-wide, and Public Service Alliance of Canada have added a specification to their existing deferred salary provision whereby prior to the leave to be taken, the employer will place the employee's deferred salary into a trust fund, and any returns on the trust investment, will be paid to the employee at the end of each calendar year.

Working Conditions

The Hotel-Dieu Grace Hospital, Windsor, Ontario and CAW-Canada have introduced **job sharing** whereby each arrangement must be employee initiated and voluntary, be one full-time position shared by two employees, each working 50 per cent of the position, permit the employees to self-schedule, and include a 60-day notice for discontinuing the arrangement. Holland Christian Homes Inc., Brampton, Ontario, and Christian Labour Association of Canada have a **premium within their job sharing** provision whereby if an employee must work the whole shift with no replacement, a premium of \$1.00 per hour will be paid.

A one-year pilot project for a **compressed work week** has been introduced by the Toronto Police Services Board and Toronto Police Association. The new 8-week cycle will consist of 11.5 hour shifts—four weeks work with two days on day shift, followed by two days on night shift, then four weeks off work. Both parties agree to service-wide implementation after the one-year period or employees will revert to the previous work schedules.

Bell Canada, province-wide, Quebec and Ontario, and Canadian Telecommunications Employees Association have negotiated a **workforce diversity and employment equity** program. Three hours of training will be given to employee groups who could be challenged by issues of diversity and respect for other workers. Also, the importance of reasonable accommodation and the respective responsibilities of managers and other employees will be highlighted by various training and communication initiatives. Local initiatives such as diversity days or multi-cultural days will be organized to improve awareness.

The Canadian Standards Association, Toronto, Ontario, and Canadian Union of Public Employees have established a **job evaluation** system which will include taking into account contemporary and emerging technologies as well as evolving workplace structures and workflow.

A **trial alternative dispute resolution** mechanism has been established with the City of Ottawa, Ontario and Canadian Union of Public Employees. In an effort to resolve grievances within one year of their referral to arbitration, the parties will pursue the trial processes of holding regular meetings before arbitration and mediation/arbitration. The parties will meet regularly to evaluate the success of these trial procedures.

Both the Government of Prince Edward Island, Education Negotiations Agency, province-wide, and the Nova Scotia Association of Health Organizations, province-wide, except Halifax, and Canadian Union of Public Employees have introduced the use of **sick leave for workers' compensation** purposes. In the Prince Edward Island contract, employees may draw on their sick leave bank during the three-day waiting period. An employee who subsequently receives workers' compensation benefits for the waiting period shall reimburse the days drawn from their sick leave bank. In the Nova Scotia agreement, sick leave credits may be used to "top-up" workers' compensation to full salary, including the first two days of absence.

Fortino's Supermarket Ltd., Burlington and area, Ontario, and United Food and Commercial Workers International Union now include their **part-time employees in a drug plan**. Effective January 1, 2003, the employer will provide the plan for part-time employees with five years of service and 600 hours worked in the previous year. Coverage will include generic drugs, but not lifestyle drugs and will have a 50 per cent reimbursement rate to an annual maximum of \$750. The City of Toronto, Ontario and International Association of Fire Fighters have negotiated an **alcohol and drug dependency** provision where the employer will pay for room and board plus associated costs in an accredited treatment facility.

Job Security

In the agreement with Stelco Inc., Hilton Works, Hamilton, Ontario, and United Steelworkers of America, the parties negotiated that, in the event of a **reduction of operations or decrease in workforce** in a department, the employer will assign employees throughout the plant. If an employee is unable to be retained, the employer will pay the employee \$250 per week in supplementary unemployment benefits.

In the case of **plant closure**, Flextronics in Toronto, Ontario and Union of Needletrades, Industrial and Textile Employees have introduced a provision stating that the employer will set up training for affected employees and assist them in creating resumes. The time spent on training will be considered paid time worked. Cambior, La Mine Doyon, Rouyn-Noranda, Quebec and United Steelworkers of America have established a severance payment of \$300 for each year of service for affected employees.

Certifications and Training

The City of Ottawa, Ontario and Canadian Union of Public Employees have agreed that should **certification or in-service training** be required for the employer's program delivery, the employee will be paid his/her hourly rate, including any premiums, for all hours spent on training and will have tuition and attendance costs paid by the employer.

The Government of Northwest Territories, territory-wide and Public Service Alliance of Canada have introduced a provision whereby the employer will reimburse or pay on the employee's behalf the **membership, registration, licensing or certification fees** required for the performance of the employee's position duties.

Paid Leave

Serco Facilities Management Inc., Goose Bay, Newfoundland and Labrador and Public Service Alliance of Canada have established a **bonus leave** provision. Each employee will be entitled to one additional paid week off during the life of the agreement. The leave will be scheduled at a time convenient to the employer's operations and will have no cash surrender value.

An **attendance leave** has been negotiated between Dutailleur inc., St-Pie, Quebec, and Centrale des syndicats démocratiques. Employees who have worked 50 per cent of the business days in the preceding 12 months from August 5 of each year and who have not been absent for more than 56 hours, will receive one regular day off. If the leave has not been taken by the end of the year, employee will be paid for the leave.

The Winnipeg School Division No. 1, Winnipeg, Manitoba and Winnipeg Association of Non-Teaching Employees provide paid **religious leave** available through one of two options, either by substituting holy days for other general holidays or working the additional time by way of arrangements such as banking of time.

Labour-Management Committees

During this third quarter, 18 of the 44 agreements with innovative practices contained provisions for establishing committees dealing with a wide variety of concerns.

A **group benefits review** committee between Kawartha Pine Ridge District School Board, Cobourg and area, Ontario, and Elementary Teachers' Federation of Ontario will reassess all cost information related to past and present claims experience relative to consultant services, premium costs, policies, etc. for the past three years. They will also examine alternative plan design options with a view to providing the most cost effective use of funds allocated to the program and make recommendations to the parties.

A **performance pay** committee with Canada Customs and Revenue Agency, Canada-wide and Professional Institute of the Public Service of Canada has been

established to discuss the issues relating to the performance management system and the possible setting up of a performance pay system.

Bell Canada, province-wide Quebec and Ontario, and Canadian Telecommunications Employees Association have initiated a **telework** committee to explore possibilities of establishing a program and to make managers and employees aware of the teleworking policy.

A number of other committees were included in agreements to discuss such items as pension plan, occupational health and safety, early retirement, northern allowances and travel, job evaluation and workplace issues.



Innovative Workplace Practices

Previously published innovative workplace practices from past issues of the *Workplace Gazette* are available on the Workplace Information Directorate Web site at:

<http://labour.hrdc-drhc.gc.ca>

HEALTH AND SAFETY MANAGEMENT AT ALUMINERIE LAURALCO INC.

Geneviève Dompierre, Nathalie Langis and Sylvie St-Onge
École des Hautes Études commerciales, Montréal



The company not only provides gloves for our protection, it asks us which ones we want.

Electrolysis Operator

Mission, Principles and Values

Established in Deschambault, Quebec, since 1992, Aluminerie Lauralco inc. is a subsidiary of Alcoa, an American multinational. With over 550 permanent, non-unionized employees, this plant produces *T-ingots* sold to various industries mainly located in the United States. Lauralco must face very strong competitive pressures. To stand out from other aluminium plants, the company uses its human resources as a competitive advantage. Specifically, so as to remain a leader in its field, the Lauralco team pursues its mission to "use its resources in the best possible way to safely produce quality aluminium, at the best cost and on time while constantly committed to being a part of the community and satisfying its customers." Seven principles form the basis of its management culture:

- maintaining high standards for health, safety and environmental protection;
- being, from all standpoints, a good corporate citizen;
- maintaining good relations through open communications and team building;
- creating an organization which values each person's role and expertise;

- encouraging ongoing training to promote each person's accountability;
- aiming for excellence through process control and the reduction of variations;
- seeking constant improvement in every function in order to better meet customer expectations.

These principles were based on organizational values of accountability, teamwork, initiative and autonomy, communication, creativity and ingenuity, quality and effectiveness, flexibility and adaptability, as well as a sense of belonging.

Managing by Work Team

The company has only three hierarchical levels: (1) versatile work teams, (2) section leaders, and (3) the management team. The work teams are at the core of work organization. Members of a work team (consisting of one section leader and approximately 15 operators) each take on a management responsibility for a 15- to 24-month mandate. The team members' roles and responsibilities are varied and include daily work organization, managing overtime, health and safety prevention, training, performance

Roles and Responsibilities of Team Members at Aluminerie Lauralco inc.

- budget
- committee
- communication
- environment
- graphics-PLUS Security Committee
- hours
- maintenance
- meetings
- payroll
- performance appraisal
- practices
- procurement
- production
- quality
- security
- training
- vacation

appraisal, vacation scheduling, budgeting and remuneration (see list above). Lauralco relies on multiskilling to promote team accountability.

Moreover, work committees and problem-solving teams are regularly formed to respond to specific concerns. Along with these teams are intersectoral committees who deal

— The authors wish to thank the staff members who collaborated in the drafting of this case study. Filed with Case Centre at École des Hautes Études commerciales, Montréal, Quebec.

Aluminerie Luralco inc. was the recipient of an IRIS award from the Ordre des conseillers en ressources humaines et en relations industrielles agréés (Order of certified human resource and industrial relations professionals) of Quebec in 2000 for the quality of its organizational changes.

with issues pertaining to the plant as a whole such as health and safety management, quality, environment and wage scales.

This way, decisions are made collectively by the employees, committees being the main element in the decision-making process at the plant. Employees can express their needs through the committees and make their requests and recommendations to management. The decision-making power is largely decentralized: each team is in charge of developing a plan of action to reach the goals and follow up on them. Moreover, each work team can set goals that are not related to production, for example decreasing the injury rate, absenteeism or the amount of overtime. With this participative management method, people dedicate an average of 20 per cent of their time to tasks not directly related to aluminium production.

Workplace Health and Safety Management

Employee health and safety is of utmost importance to Luralco inc. This priority receives strong support from Alcoa, the parent corporation, which advocates adopting the highest health and safety standards to optimize the physical and psychological well-being of employees and to preserve their work environment. According to the C.E.O. of Alcoa:

Even one accident is one accident too many. However, we are proud of the dedication of our people who take on our ambitious goals in terms of

health. The ultimate goal is NEVER to have any incidents.

Employee Involvement in Health and Safety Issues

Luralco wants its employees to be accountable for their health and safety by getting involved in the daily work organization. Luralco has two aims regarding the management of workplace health and safety. The first is to integrate health and safety into daily activities. The other is to manage health and safety in a proactive manner within a context of employee accountability. Every team must set specific goals in terms of workplace health and safety and the environment. These two team mandates reflect the order of organizational priorities: first, workplace health and safety; then, the environment; and finally, production.

Within each team (four teams per sector, on average), members take turns to act as prevention technicians and as team representatives on the sector's health and safety committee. A representative of each sector is then called upon to join the plant's Health and Safety Committee. By the same token, the employees are also represented on the Management Health and Safety Committee. Because the teams are involved at every level of management, adopting new measures is easier (see the flow process chart at the end of this article).

Several support committees assist the Workplace Health and Safety committees, including the PLUS committee, the first-response committee, the brigade committee, the

ergonomics committee, the mobile equipment committee and the falls-risk committee. In this way, the organization provides the employees with many opportunities to take charge of their well-being.

Finally, several professionals are available within the organization to assist employees in terms of health and safety: a nutritionist, a psychologist (part of the employee assistance program), an ergonomist, a physical education specialist (as well as a physical training centre), a doctor, a nurse and an emergency team.

Communications Regarding Workplace Health and Safety

Luralco uses several methods to disseminate and receive information to and from employees: both written communications (notes, a newsletter, a bulletin board, signs, e-mail and an intranet site) and oral communications (meetings between supervisors and team members, as well as regular meetings with management). This two-way communication is essential in the context of health and safety management where work teams are accountable.

Training on Workplace Health and Safety and the PLUS Program

Along with other training on various subjects, operators are made aware of health and safety issues by means of four basic courses offered to new employees: the organization of health and safety, risks in aluminium smelters, lock-up and operation, and awareness of the PLUS program.

The PLUS program, set up for the employees by the employees, is at the heart of health and safety management at Luralco. By participating to this program, a large number of operators (more than 200 to date) are trained to observe the tasks of other operators in order to detect dangerous or risky behaviour. An employee from one sector examines the actions of an operator at work in another sector and fills out a form, noting the risks or hazards. (The names of the observed individuals do not appear on the forms.) The members of the PLUS committee read these forms and follow up with corrective measures aimed at reducing the risk of accidents. The program ensures that health and safety management at Luralco is handled proactively and effectively by the employees.

Finally, at Luralco, the goal is to make the operators aware, on a daily basis, of the health and safety aspects of the workplace so that knowledge communication among operators relates not only to specific facts, but also to the general notion of "how to be" with regard to health and safety issues in the workplace.

Before the merger with Alcoa group, Luralco had implemented all of the tools associated with proper management of workplace health and safety. However, the actual utilization of these tools by the operations employees as well as their awareness of workplace health and safety was not as high as expected. To help the employees better use these tools and measures, the Workplace Health and Safety committee developed an innovative training program called "My Health and Safety: Why Not?" The aim of this program was to change attitudes so that employees would always examine their production operations from the perspective of workplace health and

safety. Ideally, the operator must be the main agent for change, having health and safety objectives so deeply ingrained that manoeuvres for getting around health and safety regulations turn into means of observing them. Operators are also made aware of the fact that bad habits can kill. All routine operations or manoeuvres are analysed so that operators do not become over-confident, which could cause an incident.

Managing Workplace Incidents and Accidents

When an incident or accident occurs in the workplace, employees must follow an elaborate procedure. Each time an employee suffers a minor injury or even just a close call (known as an "OOPS" at Luralco), he or she must enter a summary notice in the computer system as long as he or she is able to do so. This allows the members

"My Health and Safety: Why Not?" ... employees would always examine their production operations from the perspective of workplace health and safety.

of the health services team to be informed of the situation. When the injury is minor and the employee has remained on the job, the health services representative may want to meet the employee for a consultation to make sure he or she is able to continue working without danger. Depending on the severity of the incident, an investigation may be conducted to determine the causes and bring about appropriate corrective measures. In the case of a major incident or accident, whether it occurs during the day, night or weekend, the head of the plant, human resources manager and sector manager must go

to the premises within 24 hours in order to assess the situation and act as quickly as possible.

Health and Safety in the Electrolysis Sector—An Example

At Aluminerie Luralco inc., health and safety management is integrated in the work organization of all operators, no matter which sector they are working in. Occupational health and safety management requires a sustained effort on the part of the entire staff. Overall, three categories of employees are called upon to step in and play a role within the work team with regard to workplace health and safety management: the operator, the prevention technician and the section leader.

The plant is made up of four production sectors: the electrode sector, the electrolysis sector, the pouring centre and the environment laboratory. Let's illustrate how health and safety are integrated into the daily duties of the operators from the electrolysis sector. Each year, Luralco's electrolysis sector transforms 420,000 metric tons of alumina to produce aluminium. Three steps are involved: anode changing, metal pouring and cable hauling. Within a 12-hour work period, the team must make 44 anode changes, make 44 pours and haul 11 vats.

The operators and the team members are expected to observe one another at work with an eye on the impact of occupational health and safety issues. In fact, each employee is seen as being in charge of daily health and safety management: they are expected to stop production in case of a hazard and are responsible for detecting any potential risk. Moreover, at their regular meetings, each team brings up all the incidents that have occurred

since the previous meeting and discusses any necessary measures to prevent any similar incident to occur again. In short, operators are highly involved in improving operations, methods and work-related tasks.

Within each of the four electrolysis teams, each operator takes a turn acting as a health and safety prevention technician for a minimum of six months. According to one electrolysis operator, "The prevention technician mandate is one of the most demanding in terms of training and time." The main responsibility consists of making team members aware of what is at stake. The prevention technician may also represent his or her colleagues on the sector's health and safety committee.

When it comes to health and safety management in the workplace, the section leader does not monitor the team members. Instead, he or she transmits a monthly report from the Sector's Health and Safety Committee to the prevention technician so that its contents can be distributed to the other team members. Furthermore, if a colleague breaks a rule or takes health and safety risks, the prevention technician must discuss the matter with the offending team member and fill out a form describing the infraction. This form is considered by the Sector's Health and Safety Committee which keeps a record of the frequency and nature of such incidents.

Finally, a Resolution Committee is periodically formed in order to find a solution to a situation presenting a specific problem in terms of workplace health and safety. For example, plant engineers recently discovered that the addition of sandbags to the electrolysis vats noticeably increased their life span.

However, this operation increased the workload of the electrolysis sector. Because the physical effort required was considerable and the task had to be performed within a short period of time, eight operators, in collaboration with the ergonomist, were relieved from their daily duties so that they could develop a plan of action and work methods that would preserve the operator health and safety. Since the solution presented to the section leader was proposed by the team, it was more easily accepted.

To sum up, the various workplace health and safety committees study all available means to improve the physical and material working conditions of the operators. The management at Luralco does not hesitate to invest the necessary resources to offer its employees the best protection means. For example, this year, Luralco's goal is to set up a series of pre-work exercises adapted to the physical conditions specific to each sector's duties in order to decrease the risk of injury due to extreme and repetitive movements.

Engineering and Ergonomics Focused on Workplace Health and Safety

At Luralco, the management of workplace health and safety is integrated into all operations and activities that make up the work of the operators. The idea is to optimize their health and safety as well as their effectiveness. Workplace health and safety management is thus associated with the different operating procedures and working modes in the electrolysis sector. An operating procedure is a document providing a detailed, step-by-step explanation of each work operation carried out in a sector. The operat-

ing procedure on anode changing, for example, contains a section on workplace health and safety describing the main safety measures to adopt during the operation. In fact, it features some tips to prevent incidents as well as a list of potential health and safety hazards for each operation. These operating procedures are revised annually by the section leader, the engineers, the technicians and the operators in order to improve the operational effectiveness and reliability, especially in terms of workplace health and safety.

The physical working conditions in the electrolysis sector are quite critical. There are 264 electrolysis vats spreading over two halls measuring 868 metres each to form a series. Each vat contains a liquid bath that dissolves alumina, the raw material for aluminium. This bath is maintained at a temperature of 986° Celsius; the heat is obtained by the passage of an electric current of over 300,000 amps. In spite of an excellent ventilation system inside the two halls, it is cold and humid in winter and hot in the summer. Moreover, the electric current creates a significant magnetic effect. The alumina transformation process also presents several risks to the operator, particularly the threat of an explosion, electric shock or burns. Even the noise of the equipment puts workplace

the management of workplace health and safety is integrated into all operations and activities

health and safety at risk, although it is lower than in other sections of the smelter. Finally, the electrolysis sector operator must carry a radio and several small tools on his or her belt.

To date, no measure has been implemented in order to remedy the temperature issue in the electrolysis sector. The employees in charge of workplace health and safety had vending machines installed to make beverages available to the operators. The electrolysis teams are frequently called upon to work with the ergonomist to find solutions to other problems. For example, high risk for burns prompted the work team—composed of employees and people in charge of workplace health and safety—to design protective clothing adapted to their specific needs. Furthermore, the employees in this sector are highly aware of the risk of injury related to repetitive movements in routine operations. Every two months, they rotate work positions in order to alternate the type of effort required by each worker.

Impact of Workplace Health and Safety Management

The effectiveness of health and safety management can be ascertained by looking at it from different angles: sustainability, economic efficiency, social commitment and operator satisfaction, as well as the general atmosphere prevailing in human resource management.

First, health and safety management contributes to Luralco's sustainability by making it easier for the company to meet the quality standards and requirements of its business partners. By the same token, the company chooses its suppliers according to their health and safety requirements. Dealing with suppliers that share the same values in terms of health and safety improves the quality of business relations. In this way, health and safety management improves the smelter's competitiveness on the

world market. Luralco is in fact the first plant in the Alcoa group to obtain an audit grade rated "excellent" in workplace health and safety, which it got from the start.

Second, the work teams' concern for the better use of their production potential while optimizing their safety has led to a decrease in the number of accidents per production unit and a reduction in production losses as well. Moreover, the organization has one of the lowest compensation rates of the *Commission de la santé et de la sécurité* (Workers' Compensation Board) in the aluminium industry in Quebec. Also, the employees have obtained a good rate for consulting various workplace health and safety resources available to them. The accident rate and their severity as well as the amount and duration of work absences have noticeably decreased. Consequently, Luralco has rarely had to resort to temporary hiring of personnel to compensate for the absenteeism related to accidents or health problems. Maintaining experienced personnel improves productivity and reduces the cost of the manufactured product. In other words, the decrease in temporary personnel assignments and replacements due to absenteeism and health problems allows for the production of better quality aluminium at a lower cost and with a faster turnaround. Not only does this represent savings in resources and a reduction in direct costs for the *Commission de la santé et de la sécurité au travail*, it also represents better time and production management. This was shown in September 2001, when the company reached the mark of 3,934,506 working hours without any loss-time accident.

Third, because of its health and safety priorities, Luralco has more stringent regulations than those required by the legislation. The organization tends to consider health and safety management more as a question of corporate social responsibility; Luralco is also recognized for its involvement in the community. Various committees have established health and safety training programs for the spouses and children of employees. Luralco also contributes to community activities related to health and safety through contests, the company newsletter and donations to the families of employees (e.g. batteries for smoke detectors, safety gloves and glasses).

Fourth, workplace health and safety management through work teams contributes to the operators' commitment to their teams and the organization as a whole. The operators are committed to their work because the management of health and safety implemented by the teams makes them "feel appreciated and supported" in their approach to continued improvement. Hence, they show solidarity by respecting health and safety requirements that are planned and implemented by the employees themselves involved at various

health and safety management ... from different angles: sustainability, economic efficiency, social commitment and operator satisfaction

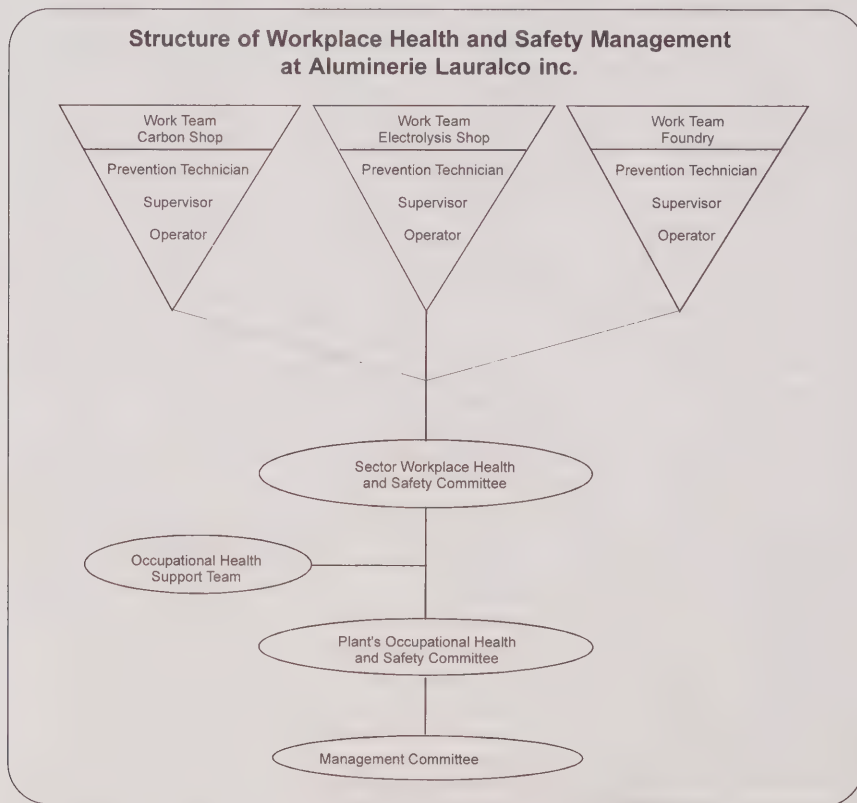
levels of management. Some concepts which are integrated into the management of workplace health and safety—such as employee autonomy, respect for others, interest for the quality of the group's experience, as well as consistency

in two-way communications—improve the quality of life of the operators. Moreover, the management of workplace health and safety issues in semi-autonomous teams is included in the performance appraisal of all operators in order to encourage behaviour in keeping with this organizational priority. Furthermore, the rotating role of prevention technician makes the operators' duties more fulfilling and improves their multiskilling abilities. The main advantage of all this resides in the operators' awareness that there is a consistency between the management's discourse as to the respect for the employee and its performance concerns. Team efforts have led to several improvements in working

conditions. In short, workplace health and safety management when teams are accountable enables the operators to meet challenges, develop personally, use their knowledge and judgement and feel useful to the organization.

Fifth, health and safety management at Luralco is in keeping with an overall atmosphere where quality of life and the working climate are good and employees are satisfied. According to a 1997 survey of all employees, 93 per cent said they were proud to work for Luralco, 89 per cent said they were proud of their job and 73 per cent thought that the decision-making process implemented in committees and through problem

resolution teams was essential. In 1998, the employee turnover rate was 0.35 per cent. According to the workplace health and safety manager, "There is certainly a good working climate, but it is the result of a mix of elements." Innovation and the expression of new ideas are strongly encouraged, particularly in terms of workplace health and safety. In fact, the employees share a good part of the decision-making in the way they organize their work, by choosing the tools, equipment and the methods they want to use. Employee recommendations are very important to management. When an idea is coherent and feasible, the managers provide the tools necessary for its implementation.



Conclusion

Aluminerie Luralco inc. has developed a unique health and safety management system. According to its human resource personnel, "The Luralco system is all-encompassing." Any new management system is conceived, developed, integrated and aligned keeping in mind the smelter's unique way of functioning. In this way, any new system fits an organizational process where decisions are collectively made by the employees, where people work differently, where work teams are at the core of the company and where

human resources personnel are the agent for change and support while being business partners in the company. Consequently, there is consistency among the different management activities.

According to the members in the organization, Luralco's success rests above all on respect, concerted effort, trust and constant communication. Moreover, its important program designed to make work teams accountable has a definite influence on the development and

implementation of all organizational systems, including health and safety management. Luralco is constantly perfecting its management style in which work teams continue to be at the centre of the work organization. Essentially, through transferring decision-making authority to the employees, along with encouraging individual employee empowerment, Luralco has been able to develop a quality of life within the organization.



Coming in a Future Issue!

Another case study concerning the importance of employee participation through teamwork at Luralco Québec inc.

WORK-LIFE BALANCE IN CANADIAN WORKPLACES

Nora Spinks

Work-Life Harmony Enterprises for

Strategic Policy and International Labour Affairs

Labour Program, Human Resources Development Canada

Many studies show that Canadian workers need to be supported in their attempt to reconcile work with family and personal life. Research is also showing that, by reducing work-life struggles, individuals can enjoy a healthier lifestyle while improving productivity at work. To help organizations design and implement supportive programs and policies facilitating work-life balance, the Honourable Claudette Bradshaw launched the Labour Program Web site on work-life balance in Canadian workplaces. This site is a Canadian source of information with easy access to quality materials, resources and links on work-life balance.

Two tools that can be used for assessment and planning purposes are presented. The first tool, the Work-Life Continuum, developed by Nora Spinks of *Work-Life Harmony Enterprises*, can assist you in describing and assessing the work-life culture in your organization using a continuum with five developmental milestones. The continuum may also be used to determine where you would like your organization to be on the continuum and to develop a strategic work plan to achieve that objective.

The *Work-Life Balance in Canadian Workplaces* Web site includes:

- information regarding the benefits and costs of work-life balance to employers and to employees;
- a section offering concrete and practical tools to assist organizations design and implement supportive work-life balance programs and policies;
- experience and lessons learned by various individuals and organizations concerning work-life balance including corporate profiles, leader interviews, case studies, and successful and innovative practices;
- definitions and descriptions of individual workplace programs, policies and practices;
- answers to frequently asked questions on work-life balance;
- key studies on work-life balance and an extensive bibliography;
- links to other links of interest related to work-life balance; and
- a section devoted to issues on the aging workforce.

The second tool, a Checklist for Employers, contains a list of statements that you can answer to help you get an idea of how far your organization has come in terms of developing a positive attitude and culture toward work-life balance, implementing programs, and communicating work-life balance practices and policies in your organization.

Work-Life Continuum

The process to moving beyond policies and programs to cultural change takes time, energy and patience. To effect culture change, you need to consider individuals, groups of employees, managers and the workforce collectively. You need to have a sense of where your strongest support is (position or level, work unit, leader, etc.) and build from that point. You will

also need to address a variety of opinions and concerns, a variety of expectations and expressed needs.

Work-Life Harmony Enterprises describes the work-life culture change using an organizational continuum with five developmental milestones: InActive, ReActive, Active, ProActive and InterActive.

The Work-Life Development Continuum

Stage	Family	Approach	Perception	Responsibilities	Action	Focus
InActive	<i>Family forgetful</i>	None	Personal issue	Work responsibilities	None	Work and family segregation
ReActive	<i>Family aware</i>	Programmatic	Women's issue	Childcare needs	Some informal investigation	Work and family interference, role overload
Phase I		Policy	Human resource issue	Family needs	Research and formal needs assessments	
Phase II						
Active	<i>Family friendly</i>	Organizational	Competitive issue	Life cycle and personal responsibilities	Task force, departmental assignment and accountability benchmarking	Work and family balance
Phase I						
Phase II		Strategic	Business issue	Multiple/complex responsibilities	Integrated assessments and opinion surveys	
ProActive	<i>Family supportive</i>	Cultural change	Economic issue	Shared responsibility	Influential research; impact assessments	Work and life integration
InterActive	<i>Family advocate</i>	Integrated	Social and economic issue	Collective responsibility	Applied collaborative research	Work, family, life harmony

Source: WorkLife Harmony Enterprises.

Step One—The Continuum as an Assessment Tool

Determine where you are at along the continuum. Look under each heading; find the words that best describe your beliefs and actions. For example,

- if you or your human resources department is currently working on the development of supportive policies (e.g. flexible work arrangements, job-sharing or telework);
- if you already have some programs in place (employee assistance program, childcare referral service, fitness facility or subsidized cafeteria);
- if your human resources department has identified work-life issues as a priority;
- if your current focus is on family needs (childcare, eldercare);
- if you have included work-life issues in an employee survey or if you have conducted any formal research into the issues (participated in an external study, held focus groups, etc.).

Then you are, like most Canadian organizations in the second phase of the ReActive Stage. (Note: If you are in a transitional phase—moving along the continuum, you may have reached some of the milestones in the next stages.)

You may be in a different stage than the rest of the organization. After it is clear where you fit along the continuum, determine where the human resources department is at and determine where your leadership and managers are at along the continuum.

You may find that your front line supervisors are very aware of the issues and supportive of employees' needs. They may be farther along the continuum—others may still see work and family as separate issues and remain firmly in the InActive Stage.

The farther apart along the continuum or the more diverse your workforce is, the more challenging it will be for you to facilitate cultural change.

Step Two—The Continuum as a Planning Tool

Determine where you would like the organization to be and develop a strategic work plan to achieve that objective.

For example, if you are firmly and consistently at the second phase of the ReActive Stage you may want to target having 85 per cent of your organization at the Active Stage by the end of the next fiscal year. To achieve that goal:

- you will need to position your initiatives as an organizational competitive imperative and as a strategic business issue, so you will link your work-life initiatives to your recruitment and retention strategies, your business development goals and your organizational development initiatives;
- you may expand your programs to include the full life cycle and include all personal responsibilities such as education and career development, caring for aging relatives, ill, injured or disabled family members;
- you may enhance your policies (e.g. extend leave options beyond maternity leave to include family leave, education leave and/or personal leave);

- you may establish a multi-disciplinary task force to monitor and expand existing programs and policies, and to evaluate progress;
- you may join external councils, committees or consortiums to benchmark your progress and learn from other's experience; and
- you may develop metrics and measurements to hold individuals and managers accountable for creating supportive work environments such as including work-life balance and wellness in measurement tools (e.g. Balanced Score Card, 360° Feedback, manager performance evaluations, team assessments, bonus and reward strategies etc.).

It is important to remember that once an organization has "reached" a particular milestone, it doesn't necessarily stay there for long. If there are organizational changes, restructuring, or economic changes, a company may move along the continuum in either direction. If you experience some slippage—don't get discouraged you will probably regain your positive momentum before too long. If you experience progress don't let up the pressure, continue to monitor your growth and development, keep up with what is happening in regard to work-life balance.

Work-Life Balance Checklist for Employers

On the following page are some ways in which you, as an employer, can support the work-life balance needs of your employees. What things are you already doing? What others would you like to try? While the following checklist is not a definitive assessment tool, it can be used to help you get an idea of how far your organization has come in developing, implementing, or communicating work-life balance in your organization.

The more statements that you can answer in the positive with a checkmark or "yes", the better positioned you are to meet the work-life balance needs of your employees. In addition, many of the ideas presented are things that you can do to move your organization into the Active, Proactive, or Interactive phases of the Work-Life Continuum.

Attitudes and Culture

- ☐ Managers encourage employees to stay home with children or elderly parents in the event of a medical emergency or when their usual care arrangements are unavailable.
 - ☐ Managers are conscious of the need to help employees manage their workloads in a way which enables them to participate fully in their personal lives.
 - ☐ Managers are flexible around hours of work in order to assist employees in balancing their work and home activities.
 - ☐ Managers in our organization are supportive of work-life balance—demonstrated either by "walking-the-talk" or by encouraging employees to take advantage of work-life balance policies.
 - ☐ One of the criteria for promotion or hiring into management positions is a solid understanding of the importance of, and commitment to, work-life balance initiatives both for the prospective manager and for his/her employees.
 - ☐ Our organization has developed metrics and measurements to hold individuals and managers accountable for creating supportive work environments.
- stress management (such as an employee assistance program or wellness/health promotion activities);
 - flexible work arrangements (such as compressed workweek, flextime, or telework);
 - reduction in working time (such as job sharing, gradual retirement or voluntary part-time);
 - vacation and other social benefits (such as flexible benefits, leave for personal reasons, maternity, paternity and/or parental leave, sick leave or vacation flexibility).
- ☐ Our organization has a process in place to monitor progress and usage of work-life balance programs.
 - ☐ Work-life programs are linked to recruitment and retention strategies, business development goals and organizational development initiatives.
 - ☐ Our organization participates in external work-life councils, committees or consortiums to benchmark progress and learn from other's experience.

Communication

- ☐ Employees are aware of their options when it comes to work-life programs or initiatives in our organization.
- ☐ Employees are provided with regular opportunities to express views about work, life and family balance.
- ☐ Managers have received appropriate training and possess the proper tools and skills that are necessary to implement organizational work-life balance policies.
- ☐ Our organization regularly reminds managers that work-life balance is important.
- ☐ Our organization publicizes work-life balance programs at all levels of the organization across all work locations.

Programs

- ☐ Our organization has conducted surveys and/or focus groups with employees to learn about their work-life balance needs and desires.
- ☐ Our organization has a formal work-life balance policy or program in place.
- ☐ Our organization offers or plans to offer one or more of the following programs:
 - dependent care initiatives (such as emergency child or elder care, referral and/or information services, financial assistance, or workplace child-care);

Visit the **Work-Life Balance in Canadian Workplaces**

*A key to success in private and professional life
A competitive edge for business*

at <http://labour-travail.hrdc-drrhc.gc.ca/worklife>.

SEMINAR ON NEW EMPLOYMENT RELATIONSHIPS AND THE "DIGITAL DIVIDE"

Myriame L. Côté
Communications, Labour Program
Human Resources Development Canada

On October 2, 2002, the Honourable Claudette Bradshaw, Minister of Labour, opened a conference on *New Employment Relationships and the Digital Divide: Challenges for Labour Ministries in the 21st Century*.

Held in Montréal, the Conference was an important step in implementing the Plan of Action adopted at the October 2001 12th Inter-American Conference of Ministers of Labour.

In her speech to delegates, Minister Bradshaw underlined the importance of the Inter-American initiative and its focus on the challenges of globalization and building the capacity of labour ministries in developing countries. "We must continue to work with our international partners to improve the living conditions of workers in this hemisphere," the Minister emphasized.

The acceleration of information technology has given employers and workers an avenue to make the workplace more productive and rewarding. However, in the Americas there is a growing gap between industrialized and developing countries and workers who are computer-literate and those whose technical skills are lacking.

The workshops in Montréal were held to address these challenges facing labour ministries, with particular regard to unstable and informal employment, the digital divide, and the improvement of the technological capacity of governments.

In attendance were the Ministers of Labour of Guatemala, Guyana, Honduras, Paraguay, Peru, St. Lucia and St. Vincent and The Grenadines, as well as representatives of 23 of the 34 member states and a number of labour specialists.

The seminar provided an opportunity to examine new ways of addressing the challenges facing labour ministries through a series of informed presentations by experts, case studies, and site visits.



From left to right: PARAGUAY, Diego Abente Brun, Minister of Justice and Labour - URUGUAY, Juan Bosch, Former Vice-Minister of Labour and Social Security - HONDURAS, German Edgardo Leitzelar Vidaurreta, Minister of Labour and Social Security - GUATEMALA, Victor Hugo Godoy Morales, Minister of Labour and Social Security - CANADA, The Hon. Claudette Bradshaw, Minister of Labour - SAINT LUCIA, The Hon. Velon John, Minister of Legal Affairs, Home Affairs and Labour - SAINT VINCENT AND THE GRENADINES, The Hon. Edwin Snagg, Senator and Parliamentary Secretary with responsibility for Grenadines Affairs and Labour - PERU, Sr. Fernando Villarón de la Puente, Minister of Labour and Social Promotion.

Helping to further the mandate of the 12th Inter-American Conference of Ministers of Labour, the workshops promote fundamental working standards, the improvement of working conditions, and strengthening of labour ministries in Canada and abroad. The seminar facilitated international cooperation and brought business and labour closer together to support these goals.

The next workshop will take place November 14–15, 2003 in Miami, Florida.

VISION 2002 SURVEY—LABOUR-MANAGEMENT RELATIONS IN CANADA

Canadian Labour and Business Centre

The health of the relationship between management and labour has a very real impact on productivity. The Canadian Labour and Business Centre's biennial survey, *Viewpoints* gathers perceptions from labour and management on industry and workplace relations. This year's *Viewpoints 2002* survey paints a somber picture, with expectations of rising conflict.

This focus is on respondents' perceptions of particular issues.

sectors. A five-point scale ranging from "very poor" to "very good" (with "acceptable" being the middle category) was used for the evaluation. The results, (see Chart 1), can be summarized as follows:

- Managers were more likely than labour leaders to have a positive view of relations. Three quarters of private and public sector managers felt that the state of labour-management relations in their respective industry sectors was acceptable or better. In contrast, this positive view was held by about one half of private sector labour leaders (52 per cent) and by only 38 per cent of public sector labour leaders in the survey.
- Only about one quarter of private and public sector managers could describe relations within their sectors as "good" or "very good." Labour leaders were even less likely to say relations were good: only 16 per cent of private sector labour leaders and fewer than one in 10 public sector labour leaders.
- A very high percentage of public sector labour leaders (62 per cent) said that at the industry level, labour-managements relations are poor. Only 28 per cent of public sector managers felt relations were poor. Breaking down the public sector further, labour leaders in health care were most likely to say relations were poor (66 per cent), followed by education (60 per cent) and government (54 per cent).

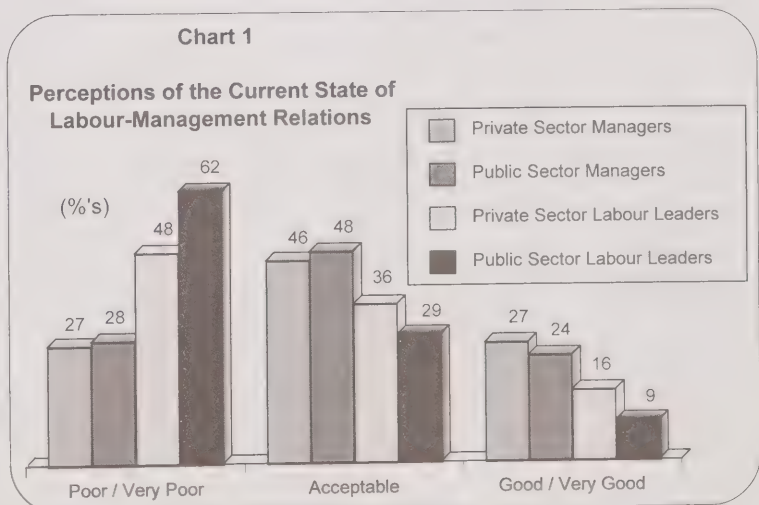
In April and May 2002, the Centre surveyed about 6,000 leaders from the business, labour and public sector (education, health and government) communities to determine their perspectives on a range of issues including:

- challenges facing the economy and potential directions for solution;
- skills and skill shortages;
- healthy workplace practices; and
- the current state of labour-management relations in Canada.

The survey provides an opportunity to assess how the perspectives of these leaders on key issues have changed over six years. The 2002 survey received an 18 per cent response rate, normal for surveys of this type.

Perspectives on the State of Labour-Management Relations

Business, labour and public sector leaders were asked to evaluate the current state of labour-management relations within their respective industry



Views on Labour-Management Relations by Province/Region

Views about the current state of labour-management relations differ significantly in some provinces. Most notable in this respect is Quebec, where a large majority of managers (81 per cent) and labour leaders (73 per cent) felt that relations were acceptable or better (see Chart 2). In fact, Quebec is the only province in which there appears to be no significant "disconnect" between managers and labour leaders about the state of their relationship.

British Columbia also stands out among the provinces. Managers in that province were least likely among their peers to rate the current state of labour-management relations as "acceptable or better." Compared to the national average of 73 per cent, only slightly more than one-half (57 per cent) held this view.

With the exception of Quebec, only about one-third of labour leaders in each province deemed labour-management relations to be acceptable.

Perceptions on How Labour-Management Relations Have Changed

The majority of managers in the private and public sectors—roughly two-thirds—believed the state of labour-management relations in their respective industry sectors was about the same as it was two years ago. This perception of stable relations was held by less than one half of labour leaders (see Table 1).

Labour leaders, particularly those in the public sector, have a considerably more negative assessment of how labour-management relations have changed over the past two years. Commenting on the industry sectors in which their members are employed, approximately one half (56 per cent) of public sector labour leaders said labour-management relations were worse now compared to two years ago. Only 5.0 per cent said relations were better. In contrast, about 26 per cent of

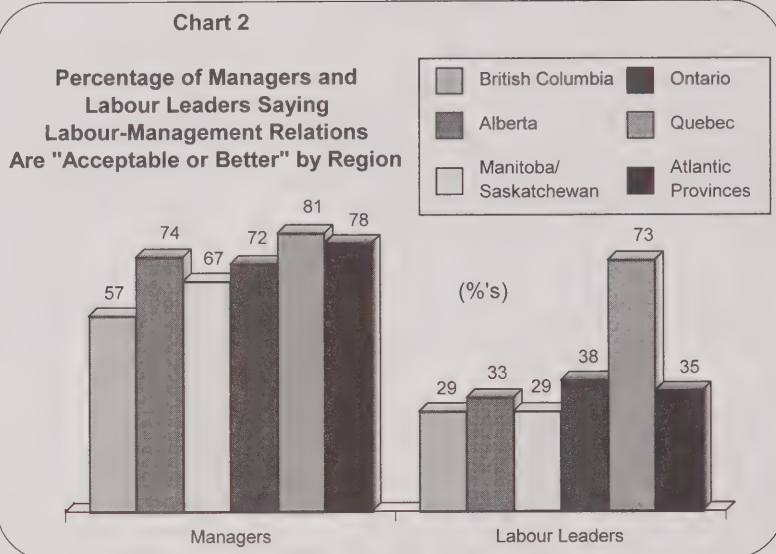


Table 1

	Private Sector		Public Sector	
	Managers %	Labour Leaders* %	Managers %	Labour Leaders* %
Worse	21	44	26	56
About the same	64	44	63	39
Better	15	12	11	5
	100	100	100	100

* Labour leaders were asked to consider how management-labour relations changed in the industry sectors in which their members work.

public sector managers said relations were worse, and only 11 per cent said that relations were better.

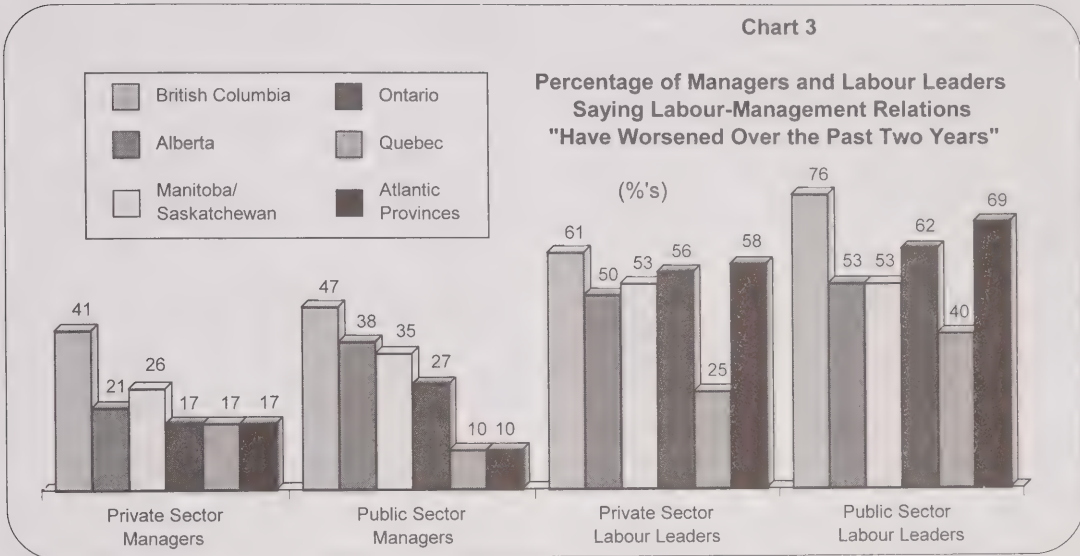
Perceived Changes in Labour-Management Relations over the Last Two Years

Among the provinces, managers and labour leaders in British Columbia were most likely to indicate a worsening of labour-management relations (see Chart 3). In that province, 47 per cent of public sector managers and 41 per cent of private sector managers felt that relations had worsened since 2000. Contrast this with

Ontario, where only 27 per cent of public sector managers and only 17 per cent of private sector managers felt relations had worsened.

The majority of labour leaders in all provinces/regions, again with the notable exception of Quebec, felt that

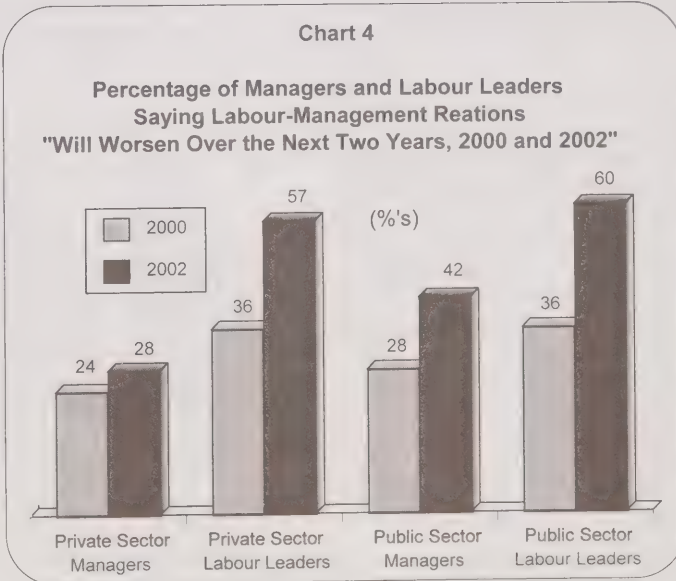
relations have worsened in the past two years. This view of deteriorating relations was most prevalent among public sector labour leaders in British Columbia (76 per cent) and least prevalent among private sector labour leaders in Quebec (25 per cent).



Outlook on Labour-Management Relations over the Next Two Years

Viewpoints respondents were asked how they saw labour-management relations changing over the next two years. Consistent with the Canadian Labour and Business Centre's past surveys, managers are generally more optimistic than labour leaders about the future of labour-management relations. They are more likely to say relations will improve, and less likely to say they will worsen. However, both managers and labour leaders are more *pessimistic* in their outlook than they were two years ago (see Chart 4):

- In 2000, 24 per cent of private sector managers and 36 per cent of private sector labour leaders felt that industry level labour-management relations would worsen over the com-



ing two years. The *Viewpoints 2002* survey shows that the percentages with these negative outlooks have increased to 28 per cent and 57 per cent respectively. Similarly, the percentage seeing improved relations ahead has declined, from 35 to 25 per cent among private sector managers, and from 31 to 18 per cent among labour leaders.

- Increased pessimism is even more apparent in the public sector. In 2000, 36 per cent of labour leaders expected a worsening of labour-management relations over the coming two years. In this year's survey, over one half (60 per cent) of public sector labour leaders held this view. On the other hand, the share of public sector labour leaders with an optimistic outlook declined, from 21 per cent in 2000 to just 10 per cent in 2002.
- Growing pessimism is also evident among public sector managers. The percentage expecting labour-management relations to worsen has increased from 28 per cent in 2000 to 42 per cent in 2002.

It is also notable that for the first time since the Centre introduced the *Viewpoint* survey, the proportion of managers—in both the private and public sectors—with a pessimistic outlook has exceeded the proportion with an optimistic outlook. For the first time, managers are more likely to say relations will worsen than they are to say that they will improve.

Impact of Labour-Management Relations on Workplace Performance

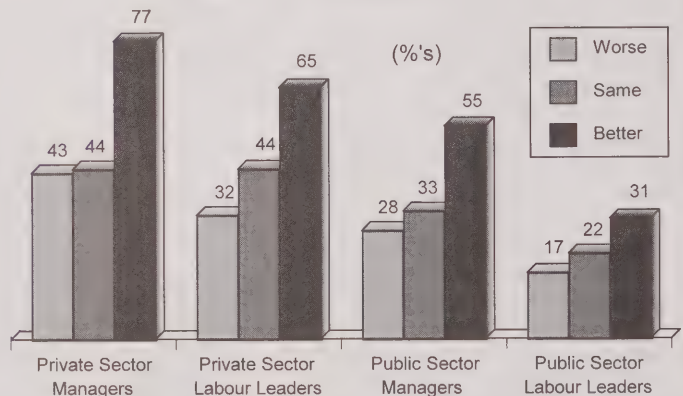
The importance of good labour-management relations is evident in its association with workplace performance and the well-being of employees. In the survey, managers and labour leaders were asked how 12 key measures of workplace performance—including productivity, recruitment, retention, injuries and worker motivation—had changed over the past two years. In virtually every performance measure, and among managers and labour leaders alike, those who said labour-management relations had improved over the past two years were more likely to say performance had increased.

Among private sector managers who claimed that labour-management relations in their workplace are better now than two years ago, 77 per cent believed there were improvements in productivity (see Chart 5). In contrast, among private sector managers who felt that labour management relations were worse than they were two years ago, only 43 per cent felt workplace productivity increased. In the case of private sector labour leaders, those saying labour-management relations were better were twice as likely to cite improvements in productivity than those who said relations were worse.

In contrast, managers saying relations improved were very unlikely to report worsening productivity (4.0 per cent).

While labour and management may disagree on the current state of labour-management relations, they do agree that when relations improve, so too does workplace performance. It must be acknowledged that the *Viewpoints* data does not demonstrate causality between improving labour-management relations and workplace performance. Indeed, it is likely that in some instances, improved workplace performance contributes to better labour-management relations. But irrespective of the direction of causality, the important observation is that superior performance was not associated with deteriorating labour-management relations.

Chart 5
Percentage of Managers and Labour Leaders Saying "Productivity Improved Over the Past Two Years," by Change in Labour-Management Relations



Managers and labour leaders who feel labour-management relations are better than they were two years ago are far more likely to say productivity in the workplace has improved.

Consider the Following Examples:

- Among private sector managers who reported better labour-management relations, 63 per cent said their ability to attract employees had improved.
- When public sector managers reported improved relations with labour, they were far more likely to say that their ability to retain employees had increased (45 per cent).
- When private sector labour leaders reported improved relations in the workplaces where their members are employed, they were six times more likely than those reporting worsened relations to say that workplace injuries had decreased (45 per cent compared with 7.0 per cent).
- Among public sector labour leaders who felt relations had improved, 31 per cent said there had been an improvement in the motivation of the workers they represent. Among those who said relations had worsened, only 2.0 per cent felt motivation had improved.

In addition to measures of productivity, recruitment, retention, injuries and worker motivation, the survey also examined absenteeism, stress levels, worker morale, work-family pressures, working relationships, environmental safety and workplace violence. In each of these areas, business and labour leaders who said labour-management relations had improved were more likely to report improved performance.

Implications

The *Viewpoints 2002* survey suggests a worsening labour-management relationship in the next two years, particularly within Canada's public sector. Given the challenges of an aging workforce and a looming skills shortage, efforts to improve productivity, or to retain and attract skilled workers will not be helped by a fractious industrial relations environment.



Now Available

The final report of the 2000–2001 HRDC National Survey on Innovation and Change in Labour Organizations in Canada is now available on the Workplace Information Directorate Web site at

<<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>>.

EXPIRY AND SETTLEMENT MONTHS OF COLLECTIVE AGREEMENTS IN CANADA

Marie-Ève Bédard
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Introduction

In the bargaining process, the month a collective agreement expires can have an impact on one's power of negotiation at the next bargaining session. During the bargaining process, employers generally try to obtain an expiry date that will allow them to calculate the additional costs of the next agreement and to plan these costs into their operating expenses, new prices, etc. For example, in the hotel industry, it is important for an employer to be aware of the labour costs before preparing a large-scale advertising campaign for the high season. As for the unions, they will try to negotiate an expiry date allowing them greater bargaining power during periods when the employer is in need of labour or is unable to handle delays. The use of bargaining power is most effective when it is related to the product market or the labour market. Each party at the bargaining table tries to negotiate a collective agreement expiry date that will provide it with the best strategic bargaining power at the next round of negotiations.

Data for the Years 2000, 2001 and the First Nine Months of 2002

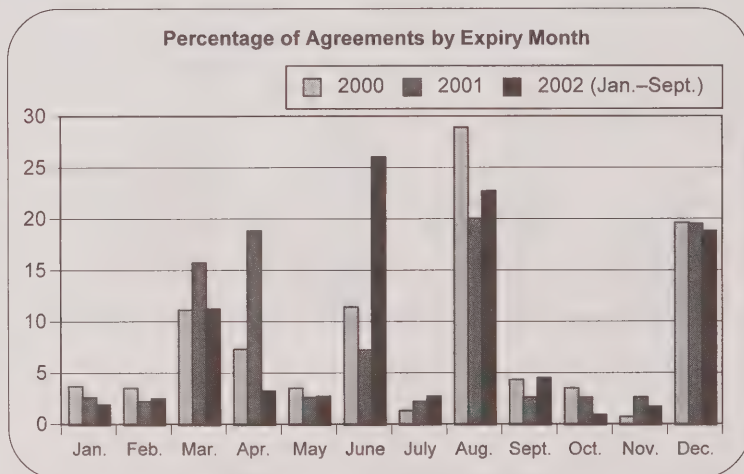
Expiry Months of Collective Agreements

Year 2000

During the year 2000, for all industry sectors, four months stand out due to the high percentage of collective agreements expiring in that year. The months of August, December, June and March account for 71.4 per cent of the 365 collective agreements expiring in 2000. Of these agreements, 29.0 per cent expired in August, 19.7 per

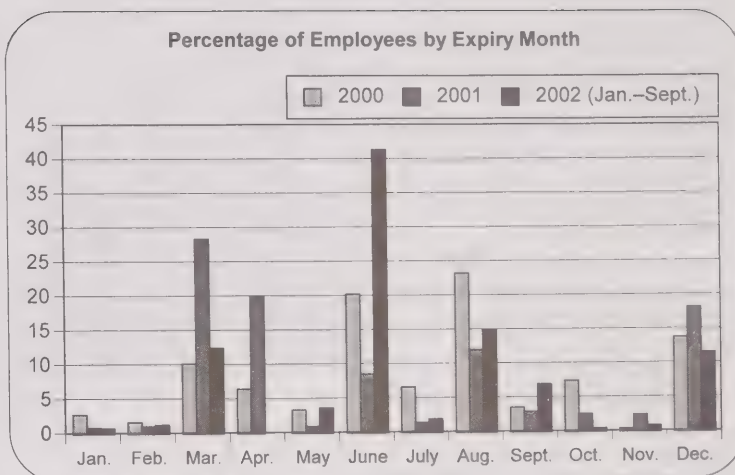
cent in December, 11.5 per cent in June and 11.2 per cent in March. In addition, these four months represent 67.6 per cent of the employees affected by the expiry of the collective agreements in 2000. In comparison, the average percentage of collective agreements expiring during the other months of 2000 is 3.6 per cent and the average proportion of employees affected by these agreements is 4.1 per cent.

Education, health and social services, manufacturing, public administration and transportation industries are in great part responsible for the high volume of collective agreements expiring during the months of March, June, August and December. Out of the 161 agreements in the education, health and social services sector, 62.7 per cent expired in August, 12.4 per cent in June, 9.3 per cent in March and 8.1 per cent in December. Of the 56 agreements expiring in the manufacturing sector, 19.6 per cent were in June and 17.9 per cent in December. In public administration, 34.0 per cent of the 47 agreements expired in December and 21.3 per cent in March. Finally, 52.8 per cent of the 36 collective agreements in the transportation industry expired in December.



The months of August, December, April, and March stand out because of the high percentage of collective agreements expiring during these months. These months represent approximately three-quarters (74.4 per cent) of the 438 collective agreements expiring in 2001. Of the collective agreements expiring in 2001, 20.1 per cent were in August, 19.6 per cent in December, 18.9 per cent in April and 15.8 per cent in March. Furthermore, these same months included 78.6 per cent of the employees affected by the expiry of the collective agreements in 2001. The average percentage of collective agreements expiring during the other months of the year and the average proportion of employees covered by these agreements is 3.2 per cent and 2.7 per cent respectively.

The high volume of agreements expiring during these months can be attributed to collective agreements expiring in the education, health and social services, construction, manufacturing and public administration sectors. Out of the total 178 agreements expiring in the education, health and social services industries, 43.3 per cent expired in August, 21.3 per cent in March and 16.3 per cent in December. Of the 66 agreements expiring in the construction industry, 89.4 per cent were in April. In the manufacturing sector, 56 agreements expired during the year. From this number, 23.2 per cent expired in April and 17.9 per cent expired in December. Finally, in public administration, among the 57 agreements expiring in 2001, 52.6 per cent expired in December and 21.1 per cent in March.



Year 2002 (January to September)

The months of June, August, December and March have had greater activity than others in 2002. Of the collective agreements in all industries, 26.1 per cent expired in June, 22.8 per cent in August, 18.9 per cent in December and 11.3 per cent in March. These four months correspond to 79.1 per cent of the 391 collective agreements expiring in 2002 and cover 80.5 per cent of the 864 540 employees. The average percentage of collective agreements expiring during the other months of the year and the average proportion of employees covered is 2.6 per cent and 2.4 per cent respectively.

Once again, the education, health and social services sectors and the public administration sector are responsible for the high percentages in these four months. In fact, out of the 210 collective agreements expiring during the first nine months of 2002 in the education, health and social services industries, 40.5 per cent expired in August, 38.6 per cent in June, and 12.9 per cent in

March. In addition, 67.8 per cent of the 59 agreements expiring during the first nine months of 2002 in the public administration sector were in December.

Settlement Months of Collective Agreements

Year 2000

The months of February, March, May and December stand out because of the high number of collective agreements in all industries ratified during those months in 2000. Out of the 407 collective agreements ratified during the year, 202 agreements (49.6 per cent) were settled during these four months. The percentage distribution of the ratified agreements is the following: 18.2 per cent in February, 12.0 per cent in March, 9.8 per cent in May and 9.6 per cent in December. These agreements also covered 51.3 per cent of the total employees ratifying agreements during the year. Moreover, the average percentage of collective agree-

ments ratified during the other months of 2000 and the average proportion of employees covered by these ratifications is 6.3 per cent and 6.1 per cent respectively.

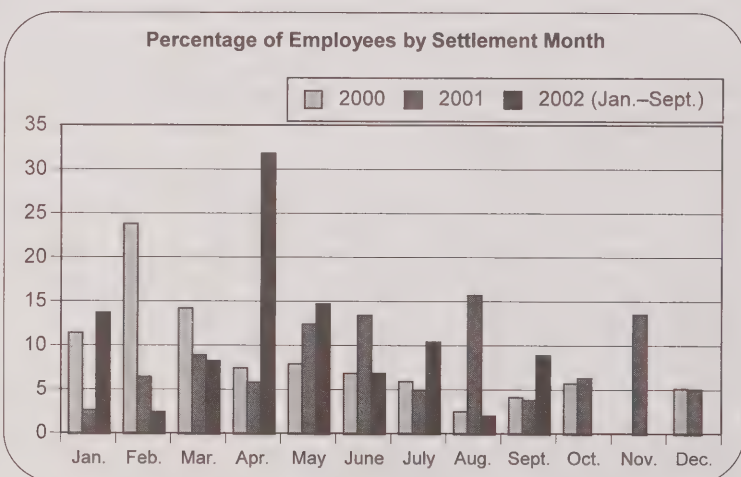
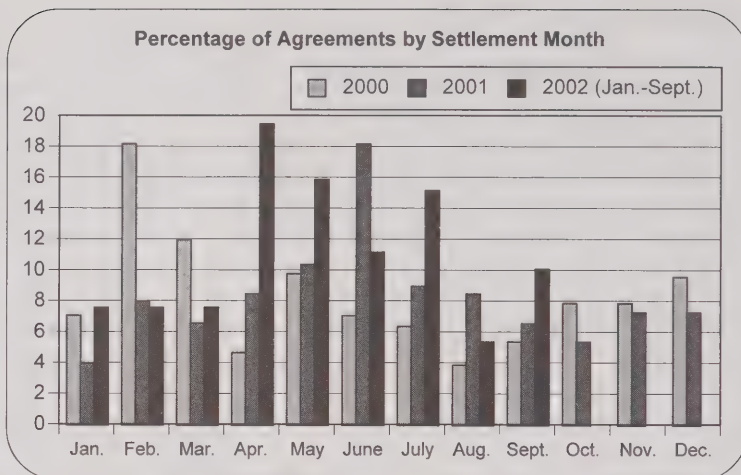
The main reason for the large number of collective agreements ratified in these four months is due to the high number of agreements in the education, health and social services industries and in the public administration sector. Out of the 202 agreements ratified in the education, health and social services sector, 113 or 55.9 per cent were ratified during these four months.

Of these 202 agreements 28.2 per cent were ratified in February, 11.4 per cent in December, 8.9 per cent in March and 7.4 per cent in May. Furthermore, 22.9 per cent of the 70 agreements ratified in the public administration sector were settled in March and 11.4 per cent in May.

Year 2001

For all industry sectors, an increase in the number of collective agreements ratified can be seen during the months of May, June and July. Of these agreements, 18.2 per cent were ratified in June, 10.4 per cent in May and 9.0 per cent in July. These three months represent 37.6 per cent of the collective agreements ratified in 2001 (159 of the 423) as well as 31.0 per cent of the employees (305,850 of the 983,380) covered by these collective agreements. The average percentage of collective agreements ratified during the other months of the year and the average proportion of employees covered by these agreements is 6.9 per cent and 7.7 per cent respectively.

The education, health and social services sector as well as the construction and public administration sectors are in large part responsible for the high number of agreements ratified in May, June and July. During this period, in the education, health and social services industries, 19.4 per cent of the 170 collective agreements ratified were reached in June and 8.8 per cent in May. Moreover, of the 64 collective agreements ratified in the construction industry, 26.6 per cent were in June, 20.3 per cent in May and 15.6 per cent in July. Also, 63 collective agreements were ratified in the public administration sector in 2001. From this number, 19.0 per cent were ratified in July, 12.7 per cent in June and 9.5 per cent in May. These industrial sectors include 74.8 per cent of the 159 collective agreements ratified during the months of May, June and July 2001.



Year 2002 (January to September)

By analysing the data of the first nine months of 2002, for collective agreements in all industries, April is the most popular month with 19.5 per cent of the agreements ratified, followed by the months of May, with 15.9 per cent, July with 15.2 per cent and June with 11.2 per cent. This breakdown shows that these months represent 61.8 per cent of the 277 agreements ratified during the first nine months of 2002 and 64.2 per cent of the 841 265 employees covered by the ratification of these collective agreements. The average percentage of collective agreements ratified and the average proportion of employees covered by these agreements for the other five months are 7.7 per cent and 7.1 per cent respectively.

From the 171 collective agreements ratified during the four months, 142 were in the education, health and social services, public administration, manufacturing, and construction sectors. In terms of percentage, this represents 83.0 per cent of the collective agreements ratified during those months. In the education, health and social services industries, out of the 136 collective agreements ratified during the period, 27.2 per cent

were ratified in the month of April, 21.3 per cent in May and 10.3 per cent in June. In addition, while 40 collective agreements were ratified in the public administration sector, 25.0 per cent were in July, 17.5 per cent in April, 12.5 per cent in May and 10.0 per cent in June. The 32 settlements in the manufacturing sector were distributed as follows: 18.8 per cent in June, 15.6 per cent in July and 12.5 per cent in May. Finally, in the construction industry, the 10 collective agreement ratifications reached during the first nine months of 2002 were in the month of July.



TRENDS IN FEDERALLY REGULATED INDUSTRIAL SECTORS

Kamal Dib
Workplace Equity, Labour Program
Human Resources Development Canada

This article presents the significant trends and events, which occurred in 2001 in federally regulated industries that are covered by the Canada Labour Code and the Employment Equity Act. It is important to note that within these industries, industrial consolidation and concentration activities have had an impact on the dynamics of labour market and the workplace.

Employers in the federally regulated industrial sectors are influenced by the economic environment in which they operate. Hiring, promotion and termination activities often respond to movements in the business cycle, general levels of inflation, unemployment, and business expectations. The business climate provides a background perspective to the labour force.

Introduction

In an otherwise stable year, two negative events marked 2001: the recession that started in late 2000 and continued through 2001, and the violent attacks that involved air travel which caused major harm to key North American industries. Despite these factors, the health of the Canadian economy remained relatively solid compared to previous years.

In 2001, the unemployment rate was near a 25-year low, while the inflation rate remained well below the average of the Group of eight countries over the past five years. The level of trade was at an all-time high, as Canada was the most open of the G8, and Canadian businesses relied on trade for jobs and growth more than those in any other industrialized nation. The Canadian dollar remained steady in 2001, as the Canadian economy outperformed the United States of America on many fronts.

Canada was also cited as the best place to live in 2001 (the United Nations *Human Development Index*), the country with a highly educated workforce (the highest rate of university enrolment in the world), and

the most wired nation in the world with very high Internet usage rates.

Despite the obvious advantages as a world economic leader, Canada was not competing at full potential, because it was not attracting enough foreign investment, and was not utilizing and retaining its highly qualified human resources.

Faced with the declared need for one million skilled individuals over the next few years, Canada is at the same time losing over 40,000 skilled Canadians who leave every year.

In addition, the absence of mergers of businesses in Canada was seen as having implications, ranging from the positive (more companies equals more competition and more jobs) to the negative (more employers equals less industry efficiency). The other implication is the erosion of economic sovereignty, as Canadian firms invested in the United States when they could not acquire other entities within Canada, to the point that the United States operations became bigger than the Canadian ones. Management jobs will migrate south and eventually the Canadian com-

ponent will be run as a subsidiary of the American network.

For example, Nortel's headquarters are in Brampton, Ontario, but most of the executive activity is in Dallas. After a wave of takeovers, only a few big Canadian energy companies remain—among them,

industrial consolidation and concentration activities have had an impact on the dynamics of labour market and the workplace.

Petro-Canada, Talisman, and Alberta Energy. In 2001, most retailing became largely American. Home Depot, Sears Canada and Wal-Mart now dominate the market, while Canadian Hudson's Bay, owner of Zeller's, has a limited share of the market. All the automakers are American-owned, so are big portions of the forestry and mining industries. The telecommunications industry was lobbying to do the same. All the top phone companies, including BCE pushed to remove foreign ownership rules.

Canada's industrial landscape has undergone a makeover over the past two decades, as traditional industries such as resources, construction and the public sector have given up ground to service industries. The resource sector which accounted for 17.0 per cent of the economy in 1985, dropped to 14.0 per cent in 2001. It included oil and gas, agriculture, forestry, fishing and logging, and resource-based manufacturing. This sector is expected to slip further to 13.0 per cent by 2010. In its place, new industries are steadily growing, and they include communications and electrical equipment, office and business machines, communications, energy, wire and cable, scientific equipment, telecommunications—broadcasting and carrier—and computers and software.

Canada's information technology is expected to be the dominant force in the economy over the coming decade. The economy is expected to be less resource-based in 2010, more wired, and more service-driven than ever before. The information technology sector would reach 13.0 per cent of the gross domestic product in 2010 from 4.0 per cent in 1985, effectively closing the gap with the resource sector. In the period 1997–2000, a dramatic increase in demand for computer equipment, software, communications equipment and fibre optics meant that these industries have grown 17.0 per cent annually. The rapid evolution of the Internet and e-commerce added to the momentum.

Banking

Canadian banks were already operating in a new world economy in 2001. The Internet, the integration of financial markets in the European Union, and the push toward har-

nized regulation through institutions such as the Bank for International Settlements in Switzerland and through trade agreements such as the World Trade Organization are all helping to create a new global financial system. National barriers to financial services have disappeared, throwing open the doors to foreign competition in Canada as well as preparing Canadian institutions for competition abroad.

Banks were priming for another round of attempted mergers as legislation setting out rules for mergers was passed in June 2001. The failed banking mergers proposed in 1998 lacked federal government support, but the new legislation made the terrain more favourable. Canada's small number of major financial institutions will likely get smaller after the legislative reforms are put in place and more consolidation of the sector is inevitable. There will be fewer but bigger banks domestically and their size will be adequate to compete in the global market. Banks will also concentrate on efforts to expand in the United States.

New Financial Services Legislation

On June 13, 2001, the federal government introduced legislation to reform the financial services sector and it contained a merger review process. Under the legislation, which took effect in October 2001, financial institutions and insurance companies and securities dealers can join the payments system. They will be able to offer services such as deposit accounts, normally the purview of banks.

Retail stores and money market mutual funds could also join in, pro-

vided they meet certain criteria. This will help small institutions start and take root in communities deemed too small for service by larger banks. Credit unions are allowed to create a national service entity to give this fragmented movement a national presence, and help small institutions providing community service to remain viable.

National barriers to financial services have disappeared, throwing open the doors to foreign competition in Canada as well as preparing Canadian institutions for competition abroad.

Steps were taken to ease entry of foreign financial institutions and to allow the ones that are already here to expand the services they offer. Previously, Canadian law gave foreign banks the option to choose whether they wanted to be a regulated or unregulated institution. They could not choose to split their activities into separate businesses and do both, now they can. One arm of a foreign institution could choose to be subject to Canadian regulation and offer all the same services as a bank, including accepting deposits. Another arm could choose to remain unregulated and offer restricted services, such as credit cards. The restriction has also been removed on the number of banks a foreign financial service conglomerate can operate in Canada. The limit used to be one; now they can set up any number. The same holds true for Canadian financial conglomerates.

One major area that foreign financial institutions remain at a disadvantage compared with Canadian banks is taking small retail deposits. They can do this only if they set up a wholly owned sub-

subsidiary in Canada, subject to Canadian banking regulation. ING Bank of Canada has followed this route, offering Internet banking through ING Direct.

Merger review guidelines appear in a policy statement that accompanies the new legislation. The mergers will be subject to a *Public Interest Impact Assessment* to which all merger proposals will be subject, in addition to scrutiny by the Competition Bureau, the Office of the Superintendent of Financial Institutions and the Department of Finance Canada. The Impact Assessment calls for public hearings by the Senate Banking Committee and the House of Commons Finance Committee.

The new legislation promised to set up a *Financial Consumer Agency of Canada*. The agency will enforce consumer-related provisions of the legislation, monitor the industry's self-regulatory codes and be

tion failed to provide enough clarity on key aspects of the merger review process. They were concerned about the length of time it would take to permit mergers and to make them go through; and whether a lengthy delay would damage Canadian banks' prospects and further diminish their stature in international financial services. Measured by assets, they have slipped well down in world rankings in the past decade or two. Royal Bank, the biggest player in Canada, now ranks no higher than 55.

Banks want to merge to compete internationally, especially in the United States, and to be able to spread rising technology and other costs over a wider customer base. They viewed mergers as essential to rationalise their operations as they continued to consolidate activities in 2001. Canadian Imperial Bank of Commerce announced plans to cut 2,000 jobs and sell off \$1 billion of unwanted loans and credit commitments.

Banks want to merge to compete internationally ... and to be able to spread rising technology and other costs over a wider customer base

Research in 2001 found that Canadian banks were already large and that achieving larger economies

involved in consumer education. The legislation also created a national financial services ombudsman position.

Bankers welcomed the legislation as indication that mergers were now acceptable. The legislation's strong message is that banks should consult with the federal government and not to go it alone like they did during the failed mergers in 1998.

Banks wanted more elaboration of the guidelines and the mechanism to complete an *Impact Assessment*. They complained that the policy statements and the legisla-

tion failed to provide enough clarity on key aspects of the merger review process. They were concerned about the length of time it would take to permit mergers and to make them go through; and whether a lengthy delay would damage Canadian banks' prospects and further diminish their stature in international financial services. Measured by assets, they have slipped well down in world rankings in the past decade or two. Royal Bank, the biggest player in Canada, now ranks no higher than 55.

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Research in 2001 found that Canadian banks were already large and that achieving larger economies of scale may no longer be valid. Besides, there would be a disadvantage as mergers lead to branch closures, job losses, and higher prices for customers, and eventually a less competitive environment. Some analysts believe that getting too big was not a healthy thing, citing the example of the Japanese giant Mitsubishi before it collapsed. An alternative was the development of market niches that would allow banks to perform at a world level, including electronic banking. Toronto-Dominion was able to put banking kiosks under its own name in United States outlets of retailing giant Wal-Mart stores.

While Canadian banks were still immune to foreign takeover, they feared that the inability to merge would cause an exodus of capital to the United States to merge with American based financial institutions. Domestic mergers were seen as vehicles to keep the money within Canada.

More consolidation, merger plans and foreign investments occurred in the industry in 2001. Toronto-Dominion and Canada Trust finished their merger activities of 746 retail branches, the last step in the \$7.8 billion acquisition of Canada Trust in 2000. Using the successful merger of Toronto-Dominion/Canada Trust as a measuring yardstick, the federal government required that companies going into merger activities should sell assets, including branches, full brokerage offices and investment dealers.

The Royal Bank was the largest player in 2001. In June, it announced the sale of Royal Trust Capital Management Inc. for about \$350 million to UPS AG, a Swiss financial services company. Royal Trust is a pension fund manager that managed \$31.5 billion in assets and had 100 employees, and is the largest of its kind in Canada with 700 institutional clients, such as Air Canada and Alcan Inc.

Royal Bank of Canada expanded into branch banking in the United States in a bid to add to its United States operations. It purchased Centura Banks Inc. of Rocky Mount, North Carolina, for \$2.3 billion, and Wachovia Corporation branches in North and South Carolina and Virginia for \$150 million. In September 2001, Royal Bank of Canada made its fifth United States acquisition in two years, buying brokerage Tucker Anthony Sutro Corporation for US\$635 million, bringing its total tab so far to \$4.7 billion. Royal Bank of Canada was also explor-

ing the purchase of a 139-branch network (\$4.5 billion in deposits) in Florida with a market value of between \$450 million and \$750 million.

Other banks were also involved in investments south of the border. In November 2001, Bank of Montreal purchased CSFB Direct, a United States discount broker for \$830 million. Canadian Imperial Bank of Commerce also acquired the Canadian retail brokerage and asset management operations of Merrill Lynch and Co. Inc. of New York at a cost of almost \$900 million. Bank of Montreal and National Bank of Canada already had presence through their United States units.

Communications

If mergers were the talk of the town on Bay Street, "convergence" was the hot word in the communications sector. The federal government started reviewing the structure and mandate of the Canadian Radio-television and Telecommunications Commission (CRTC) to come to terms with the converging world of information. Despite the increase in mergers among broadcasters, Internet interests, publishers and telecommunications companies, the issue is how these businesses were going to add value in the public interest as well as in their own interests.

The CRTC held hearings in the spring over applications by the CTV (BCE) and CanWest networks to renew their individual station and group licences. This was the first major licence review handled by the CRTC since the big consolidation and cross-media takeovers took place. A key issue for the industry in 2001 was the impact of these changes on autonomy and edito-

rial independence between the applicants' broadcast and print media interests. Canadian content was another issue.

In May 2001, Quebecor looked at a new ownership structure for Sun Media Corporation, publisher of the Sun newspaper chain, which would see its minority partners increase their stake in the country's second-largest newspaper chain. Quebecor owned 70.0 per cent of Sun Media, while three minority partners owned 30.0 per cent. Quebecor's refinancing effort came one year after its \$5.4-billion takeover of cable television and broadcasting Groupe Videotron Ltée. Quebecor was carrying a \$7.3-billion debt and was negotiating refinancing with banks. Videotron will be folded into a new subsidiary, Quebecor Media Inc., along with existing Quebecor units, including Sun Media and the Canoe Internet portal. In 2001, Quebecor owned 54.0 per cent of the Quebecor Media, while the Caisse de Placement du Québec held a 46.0 per cent stake. Videotron is the cornerstone of Quebecor's plan to build a multimedia giant that would combine cable, Internet, newspapers, magazines, book and CD retailing and television broadcasting, among others.

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Quebecor told the CRTC that its takeover of Videotron would strengthen French culture and language in North America. It argued that faced with stiff competition from the emerging media empire under BCE Inc., smaller Quebec media assets stand a better chance of survival if they unite on a single platform, and Quebecor would benefit from convergence. The CRTC reviewed Quebecor's acquisitions in

order to establish that the Caisse de placement's role as a major investor did not extend to possibly having or taking effective control. The Caisse has right of first refusal on any sale of Quebecor Media assets or the participation of new investors. The CRTC also had made it a condition of Quebecor's acquisition of TVA that it sells its 86.0 per cent stake in Télévision Quatre Saisons (TQS), which it acquired in 1997 for \$34 million.

In September 2001, Cogeco Inc., another Quebec player, teamed up with Bell Globemedia, a BCE subsidiary, to acquire TQS from Quebecor for \$74 million. Cogeco would hold 60.0 per cent of TQS, while Bell Globemedia would hold the remaining 40.0 per cent. This would allow Bell Globemedia to reach francophones in Quebec, more than double Cogeco's presence in broadcasting, and allow Quebecor to go ahead with its own convergence plans for the rival TVA network.

In April 2001, CanWest Global Communications Inc., a Winnipeg-based broadcasting and newspaper company, sold interests in Montréal's CFCF television station to CTV Inc. for \$90 million. This met the CRTC's request following the company's

acquisition of eight television stations from defunct WIC Communications Limited. CanWest also sold Toronto's ROBtv for \$30 million to Thomson Canada Limited. When CanWest bought ROBtv through another transaction, the CRTC required the company to resolve the impact of holding interests in two competing entities, the Post and ROBtv's partner, The Globe and Mail. CanWest also

announced that Financial Post Television, a new digital specialty channel, would be launched in late 2001.

Despite its \$4.1-billion debt, CanWest expressed interest in July 2001 in media properties of CHUM Ltd., if they were to come on the market. CanWest continued to trim expenses through several options, including centralising activities in Winnipeg, freezing hiring in the Southam newspaper chain, and redesigning 13 newspapers. CanWest also worked closely with Hollinger Inc. on a series of measures to improve the cost structure of the *National Post*, which they jointly own. In November 2000, CanWest acquired most of Hollinger Inc.'s Canadian newspaper assets, including a 50.0 per cent interest in *National Post*. In August 2001, CanWest bought Hollinger's remaining 50.0 per cent interest in the *National Post*. The Hollinger Group is owned by Ravelston of Toronto, a holding company owned 64.4 per cent by Conrad Black. CanWest also planned to acquire *Saturday Night* magazine, the *National Post Business* magazine, and *National Post Online*.

In July 2001, the Sifton family acquired the bulk of Hollinger Inc. Group's remaining Ontario newspapers for \$220 million. The 28 publications include the *Kingston Whig-Standard*, the *Sudbury Star* and the *Sault Star*. Despite the sale of the bulk of its Canadian assets, the Hollinger Group continued to own a long list of publications in Canada, principally in Ontario and British Columbia. After divesting extensive newspaper holdings in the United States and Canada in 2000, Thomson Corporation still had for sale two newspapers in Manitoba, *The Winnipeg Free Press* and the *Brandon Sun*.

Torstar, publisher of five daily newspapers including the *Toronto Star*, was another major player in 2001. It considered convergence opportunities with its competitors and potential partnership with communications companies, including cable television and satellite television providers. In May, Torstar filed an application with the CRTC to launch three television channels in southern Ontario. Torstar promised to hire 300 people and to spend \$75 million on local programming over the proposed seven-year licence term. Other companies showed interest also in obtaining licences to operate stations in southern Ontario, such as CTV, Rogers Communications Inc., Quebecor Inc., and Craig Broadcasting Systems Inc.

Torstar also said that its strategy was not to be integrated into other bigger entities when considering convergence options. In March, CBC was looking into partnership with Torstar to diversify its media base similar to other big players in the industry. The CBC received about \$800 million in federal government funding in 2001.

In June 2001, the CRTC allowed cable companies to own specialty television channels and pay-per-view services. This was viewed as sparking further media consolidation and ended months of debate between cable operators and broadcasters over the industry's future ownership. For cable companies, the decision eliminated a major barrier to cross-media convergence, allowing them to move into broadcasting. Major cable distributors such as Rogers Communications Inc. of Toronto and Shaw Communications Inc. of Calgary were enabled to make broadcasting takeovers. The poten-

tial targets of takeover attempts control most of the country's successful channels. These companies include Chum Ltd. and Alliance Atlantis Communications Inc., both of Toronto, and Astral Media Inc. of Montréal.

Rogers, a cable, wireless, and media-company has been pursuing full ownership of Sports Net from CTV as a complement to its recent purchase of the Toronto Blue Jays baseball team. Rogers applied to the CRTC for licences to start four additional digital television channels, after launching three digital services in September 2001. The CRTC announced it would hold public hearings to consider multiple broadcasting applications. Also, Corus Entertainment, owned by the Shaw family, had plans to grow by increasing its control of three specialty channels.

Telecommunications

Dynamic events continued in the Canadian telecommunications industry in 2001, leaving companies with huge losses and giving way to major realignments of the sector. The collapse of the dot-com market was preceded by signs of weakened stock prices. Nortel Networks Corporation, one of the world's largest telecom-equipment makers, also experienced plummeting profits and stock prices, as did Lucent

The activities in the sector did not measure up to the expectations that telecommunications will be the wave that Canada would ride into the 21st century.

Technologies, Cisco Systems and Motorola. In October 2001, Nortel Networks shed another 19,500 jobs

world-wide on top of the 30,000 layoffs already announced.

Telecom companies also suffered in 2001 as profits in long distance calls were squeezed even tighter. Local telephone-access services were flat, although money was being made in value-added services such as voice messaging. AT&T Canada Enterprises which sold its residential long-distance services to Primus Telecommunications Group in 2000, showed losses in 2001. Call-Net Enterprises (owner of Sprint Canada) and Telus Corporation also sustained major losses in the same year. Local competitors Connect Communications Inc., C1 Communications Inc. and Axxent Inc., went under, and wireless broadband carrier MaxLink Communications declared bankruptcy. Despite the promise of convergence and highspeed net access, Rogers Communications also lost \$104 million.

While the long distance market continued its downward spiral and local services flattened, the wireless and Internet markets and high-speed data network markets grew. BCE posted healthy profits in 2001 and BCE Emergis, its e-commerce unit, almost doubled its revenues compared to 2000.

The activities in the sector did not measure up to the expectations that telecommunications will be the wave that Canada would ride into the 21st century. It was not just the dot-coms who were hurt. In the absence of investment money, companies striving to build Internet and wireless infrastructure to provide for new capacity ended up increasing their debts. Service providers made major investments in 2000 and 2001 in preparation for future demand, building infrastructures as manufacturers lined up to receive the service. Nevertheless, the local exchange carriers could not match

both sides because they could not raise enough investment funds. Telecom companies invested more than they earned in 2000, because they continuously needed to invest in new network technologies—particularly wireless and optica—if they were to increase revenue and compete.

In positive developments in 2001, there were opportunities for internet provider telephony and for vendors of equipment. Despite the dot-com situation, there was an explosion in Internet and mobility for telecom companies, to the extent that a federal government report recommended having high-speed access to every home by the end of 2003. Telephone companies were focusing on optical networks, third generation wireless (networks to provide mobile high-speed access at three-time dialup speed), and a shift from circuit to packet switching.

Foreign ownership laws of telecommunication companies were expected to relax to open the way for greater foreign investment in Canadian media and telecommunications outlets. In 2001, Bell Canada was 20.0 per cent owned by SBC Communications, a United States company, Microcell was 15.0 per cent owned by Deutsche Telekom, and Telus was 22.0 per cent owned by Verizon Wireless. In July, AT&T, a United States company, purchased a large stake in Rogers Wireless for US\$380 million, from a British shareholder, BT PLC.

Transportation

Air Transportation

The international air transport industry was doubly hit in 2001: by a

slowing economy that started in 2000, and by the September 11 attacks that involved civil airlines. The psychological impact of the violent events was swift. The World Travel and Tourism Council projected that the long-term economic impact of the attacks would result in a loss of 26.4 million jobs around the globe in the slumping travel industry. The sector employed 210 million people around the world in airlines, hotels, and credit card companies. However, by December 2001, the gloom was adjusted by positive expectations that no such dramatic declines in air travel would occur in 2002, and that fears would eventually disappear, especially in Canada where people rely on air travel to move through the country.

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Prior to 2001, Air Canada was expected to become a strong and healthy carrier through the acquisition of Canadian Airlines in 1999. However, merger challenges, a slowing economy and high fuel prices stood in the way and its market share dropped to 65.0 per cent in July 2001 from 77.0 per cent in August 1999. To improve efficiency, Air Canada reduced capacity in the regional markets by about 7.0 per cent in 2000 and by 13.0 per cent in 2001. It eliminated several routes and served temporary layoff notices to 1,280 employees. The void was not completely filled by competitors, as the big centres were the focus of the competition and not the regional markets. At the same time, Air Canada urged employees to voluntarily reduce their hours or take a leave of absence to help the airline

cope with the economic slowdown. The company outlined a plan in June 2001 to boost revenues and cut costs by \$1 billion within eight months.

After September 11, 2001, Air Canada announced plans to cut 9,000 jobs of its 40,000 workforce, and to ground 84 planes. The planned cuts came on top of the 7,500 announced by the airline over the previous 12 months; however, only 6,000 jobs were expected to be lost following agreements with the unions. For example, of the 720 planned cuts in the number of pilots, the pilots union rejected the idea based on a job security clause preventing involuntary layoffs. A deal in December saved 170 pilot jobs through worksharing, an early retirement program and other measures.

Similar agreements were signed with the other unions at Air Canada that saved 3,074 jobs in flight attendance, customer sales, and service agents, mechanists and finance agents. The company reached agreement with the Canadian Auto Workers union in November to cancel 1,281 layoffs planned for that union. An earlier agreement with the Canadian Union of Public Employees saved 543 jobs. Third party contracts to provide technical services for other airlines saved 1,080 jobs among the International Association of Machinists and Aerospace Workers. The Canadian Auto Workers union agreed to work with the airline to cut about 1,500 jobs, despite the provision against layoffs until March 2004. Air Canada has separate collective agreements with most of its unions, guaranteeing job security until 2004. It was also committed as part of its acquisition of Canadian Airlines, not to lay off workers involuntarily until March 2002.

Other Canadian companies suffered also. Air Transat announced 1,300 layoffs after its bookings fell 50.0 per cent in the weeks after September 11. The company employed 4,500 people in Canada and another 1,000 in France. Canada 3000 went bankrupt in November 2001, but investors were interested in salvaging what remained to start a new airline. These developments allowed Air Canada's share of air travel to increase to 80.0 per cent in December from 65.0 per cent in July.

In the United States, the largest carriers, American Airlines, United Airlines, Delta Airlines and Northwest Airlines, announced plans to reduce workforces by as much as 100,000 employees, and cut schedules by as much as 20.0 per cent to 40.0 per cent. The figures were the worst since the end of the Second World War. In previous economic slowdowns, airlines normally scaled back operations by 1.0 per cent or 2.0 per cent, but never by 20.0 per cent.

In Europe, British Airways announced job cuts, a reduction in capacity, grounding of surplus aircraft, and an end to advertising. Lufthansa froze plans to buy new jumbo jets and stopped hiring workers, and Air France froze hiring and took 17 planes out of service. Virgin Group reduced its staff by 1,200 jobs and cut flights, while Swissair declared bankruptcy.

The United States airline companies received US\$15.0 billion in emergency benefits packages while Air Canada received some help as the impact was not as severe as that in the United States. In Canada, the department of Transport announced plans to revamp its policy towards the air

industry, calling for industrial restructuring so that problems with airline capacity and airline finances do not recur every few years. The department introduced legislation in October 2001 to make it easier for the airlines to attract new investment. The government also considered amendments to the *Competition Act* that could make an airline subject to fines of more than \$10 million if it were found to have acted to drive a competitor out of business. The amendments would give the Commissioner of Competition the authority to issue a cease-and-desist order to prevent what it considers to be predatory behaviour. Air Canada argued that such amendments would restrict its ability to respond to the changing business world. Companies will be required to run their initiatives past federal regulators to ensure they do not violate competition laws.

Rail Transportation

A 15-month freeze on North American rail mergers ended in June 2001, paving the way for deals that would redraw North America's railway map. In Canada, Canadian National Railways and CP Rail were expected to be merger candidates but they would have to wait as the four major United States lines—Union Pacific Corporation, Burlington Northern Santa Fe Corporation, Norfolk Southern Corporation and

The Railway Association of Canada ... estimated that 44.0 per cent of goods exported to the United States went by rail, while trucks carried the rest

CSX Corporation—reconfigure as two transcontinental rail companies. The United States mergers will take three years to complete, at which time Canadian rail companies would be ready to join in.

Mergers are now subject to stricter rules from the United States regulator, which imposed the moratorium in 2000 in the face of Canadian National Railways' now-defunct \$28-billion plan to combine with Burlington Northern Santa Fe. The United States regulator feared that the deal would trigger immature mergers by other United States railways even though the dust has not settled from previous transac-

A solution was ... of inter-modal transport strategies among rail and trucking

tions. It also wanted time to study the ramifications of a move that would leave the United States with two major railways.

Before 2001, United States regulator encouraged mergers to the extent that the number of United States rail companies decreased from 30 in 1978 to 6 in 1998 and to 4 in 2001. New United States rules put more pressure on merging railways. Applicants should demonstrate how a merger would enhance competition and should submit a list of promises and detailed accountability and contingency plans. Canada was reviewing rail merger policies in the *Canada Transportation Act*, as the current policy showed Canada as more lenient to mergers than the United States.

Other major developments in the land transportation industry in 2001 involved a market share war between rail and trucking companies. The Railway Association of Canada, funded by CP Rail and Canadian National Railways, estimated that 44.0 per cent of goods exported to the United States went by rail, while trucks carried the rest.

With cross-border trade valued at \$700 billion a year, a few percentage points of market share from truckers to railways would be worth billions in extra revenues. Truckers are also represented by lobby groups, the Canadian Trucking Alliance and the Ontario Trucking Association.

The land transport infrastructure was also an element of the arguments between the two industries. Highways were built and maintained by governments and the taxes paid by truckers covered only a fraction of the cost. The loosening of regulations has allowed trucks to get bigger and heavier to carry more goods. In contrast,

the rail industry paid for its own roads and infrastructure. In addition, while rail companies paid less diesel fuel taxes than trucks, they paid more in other taxes, including property and income taxes. The Rail Association of Canada claimed that its tax burden is twice that of American rivals, and 29.0 per cent more than that of Canadian truckers.

Future considerations were important factors in the industry. In 2001, there were five million truck trips through the Toronto-Windsor corridor for cross-border trade, and is expected to increase to 12 million in 2020. This does not include trucks making trips within Ontario, or regular automobile traffic. Billions of dollars in investments in land transportation infrastructure were needed to keep goods and people moving efficiently.

- As a first step, the federal government has earmarked \$600 million to contribute toward strategic highways in Canada, and to better integrate the national road system.

- The idea of upgrading railway lines to reduce the number of trucks on highways was also proposed. Noting the current congestion, observers argue that rail is cheaper, more practical and safer, and having fewer trucks would allow commuters to use better highways, as pressure on highways would be reduced.

- A third solution was the encouragement by the federal government of inter-modal transport strategies among rail and trucking. Canadian Pacific Rail already has an expressway service with a technology for loading and unloading truck trailers on to trains while Canadian National Railways was building a new inter-modal terminal in Ontario that could reduce the number of trucks on highways.

Road Transportation

Prior to the 1990s, rail companies thrived in regulated, subsidised and anti-competitive environment. Deregulation, both in rail and trucking, globalisation, and government deficits, changed the environment in which transportation firms operate. Today, trucking is the dominant mode of commercial transportation in North America. More than 90.0 per

Today, trucking is the dominant mode of commercial transportation in North America.

cent of consumer products and foodstuffs in Canada are shipped by truck. According to Transport Canada, there are about 700,000 large trucks registered in Canada, of which some 420,000 haul freight commercially. There are approximately 10,600 for-hire carriers,

450 private carriers and 2,400 courier companies. According to Statistics Canada, for-hire trucking firms generate \$20 billion in gross revenues annually. Almost 60.0 per cent of the \$300 billion in goods and services traded between Canada and the United States travel by truck.

The trucking industry supports an enormous network of manufacturers, distributors, and other suppliers of goods and services. Almost 400,000 Canadian males list their primary occupation as truck driver (the highest of any occupation). More women worked as truck drivers in 2001 compared to 1977, when there were only seven women in North America driving big trucks. The North American Free Trade Agreement and domestic changes have led to the growth of the trucking industry. Domestic changes included the demise of the Crow Rate, rail line abandonment, and the transition from local grain elevators to super grain elevators.

More products are being transported by truck than ever before. In addition to the traditional raw primary products, Canada is now exporting value-added goods, which are time-sensitive and need to be shipped by truck.

Trucking is a competitive industry where prices are driven primarily by service and rates. Combined with expanded markets and increased business potential, the competition is now moving for the limited supply of skilled labour. Employment equity has the potential to play an important role in the success and growth of the trucking industry. Success is determined by the availability of well-trained, knowledge-based employees, where non-drivers make up 40.0 per cent of the workforce. Trucking companies need a lot more than drivers to run their business. They hire, among others, business administration graduates, accountants, mechanics, dockworkers, drivers, clerical staff, computer operators and programmers, network administrators, marketing specialists, salespeople, human resources specialists, trainers, supervisors, managers, operational, maintenance and risk management staff.

In the face of severe shortage of drivers, trucking companies were targeting student recruits in 2001. Shortages were as high as 50,000. The Ontario Trucking Association launched a *Career Highways* recruitment program to attract potential drivers. Trucking is competing for

new employees on the brink of a baby-boom retirement crisis. The industry, like many others, is facing a retirement crunch. The pool of 33-to-55-year-olds is expected to decrease 25.0 per cent over the next five years. Truck driving employs more workers over the age of 55 and fewer under 25 than other occupations. The Atlantic Provinces Trucking Association also stepped up efforts to promote opportunities. Atlantic Canada will need thousands of drivers over the next five years. Between 130 and 140 drivers graduate each year in the region, but this does not meet employer needs. Employers have immediate needs for hundreds of drivers if they were found.

The shortage is not limited to Canada, the United States and Europe are responding to the crisis by lowering truck-driving age. In some Canadian provinces, truck-driving age is now 19. However, the dilemma is that commercial vehicles are today technologically advanced, equipped with electronic controls, satellite positioning systems, and computers, so individuals should carry several skills besides driving and a high school diploma. The typical annual salary for drivers in Canada is \$50,000.

Union Membership in Canada—2002

Preliminary data indicate that union membership in January 2002 stood at 4,174,000, representing union density of 31.1 per cent.

For additional information concerning union membership in Canada for 2002, visit the Workplace Information Directorate Web site at

<<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>>.

BUILDING TOGETHER—A TALK WITH THE CANADIAN BUILDING TRADES

JP Surette
Communications, Labour Program
Human Resources Development Canada

On September 23–25 2002, the Building and Construction Trades Department, which represents 14 affiliated construction unions, hosted its annual legislative conference in Ottawa. Over 250 members from across Canada convened on the nation's capital to learn and exchange ideas on the legislative and political direction of the union.



The Honourable Claudette Bradshaw, Minister of Labour

Federal Labour Minister, Claudette Bradshaw, was invited to address the delegates. She wasted no time in announcing new developments on Fair Wage Schedules.

"All the provinces and territories now have fair wage schedules and we have begun the process of updating rates," she explained. "We expect to have the first updated schedules, beginning in the Atlantic Provinces, available by the end of the year."

Minister Bradshaw went on to announce the development of fair wage schedules for apprentices. Apprentice Tables contain fair wage rates for apprentices, and each level of apprenticeship. The Labour Program expects these tables to be available by 2003.

The Minister also took the opportunity to stress to delegates that although Canada enjoys a healthy industrial relations climate at home, there are still places in the world where trade unionists give their lives defending workers' rights.

"Recently, a survey by the International Confederation of Free Trade Unions found that over 220 trade unionists were killed or 'disappeared' in 2001," said Minister Bradshaw. "I find that statistic very disturbing, and it hits home how important our work is on a global scale."

Internationally, Canada continues to work hard to promote labour rights. One issue common to all 34 countries throughout the Americas is poverty. Minister Bradshaw has visited numerous countries and has witnessed many sub-

standard working and living conditions. Developing stronger, more cooperative relations between countries regarding labour issues is one way to combat this. Since her appointment as Labour Minister, she has made this a major focus.

Minister Bradshaw also told the delegates that the extent of workers rights—to achieve decent work and a decent life for all citizens—will be the true measure, and will decide the future of globalization.

"Our approach is based, not in a blind faith in market forces, but on the belief that the pursuit of open markets must be joined by increased distribution of wealth" she said. "I believe that by working together, we can direct globalization and technological change to improve the lives of working people everywhere. Economic and social development must go hand in hand."

Delegates at the Conference seemed impressed with Minister Bradshaw's comments; her remarks were followed by a standing ovation.

Claudette Bradshaw has been the Minister of Labour since she was appointed in 1998, making her Canada's longest serving federal labour minister in 25 years.

SELECTION OF RECENT CHANGES IN CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

*Michel Gauvin and Charles Philippe Rochon
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada*

Manitoba: *The Safer Workplaces Act (Workplace Safety and Health Act Amended)*; Bill 27 Royal Assent August 9, 2002

This Act brought various amendments to the *Workplace Safety and Health Act*, the most important of which are described below.

New Duties for Employers

In addition to the general duty of an employer to provide safety and health information, instruction and training to all his/her workers, new provisions require an employer to provide information, instruction and training to a worker to ensure, so far as is reasonably practicable, his/her safety and health, before the worker begins performing a work activity at a workplace, performs different work than the worker was originally trained for, or is moved to another area of the workplace or a different workplace that has different facilities, procedures or hazards.

However, a worker may perform work while being trained if he/she is under the direction of a supervisor or another person who is fully trained and has sufficient experience in performing that work activity to ensure that the safety or health of the worker and any other person is not at risk.

A worker is entitled to the same wages and benefits for any time spent in training that he/she would be entitled to had the worker been performing his/her regular work duties during that time.

New Duties for Supervisors

Supervisors are specifically required, among other things, to take reasonable precautions to protect the safety and health of workers under their supervision and to make them aware of all known or reasonably foreseeable risks in the area where they work.

New Duties for Contractors, Owners and Suppliers

Prime contractors are required for construction projects involving more than one employer or self-employed person at the same time. Their duties include co-ordinating work on the project and ensuring, so far as is reasonably practicable, that all persons working on the project comply with the Act and the regulations.

When work is performed by employers, their workers or self-employed persons under a contract with a contractor, the latter must ensure, so far as is reasonably practicable, that workplaces and work processes or procedures, that are not in the direct and complete control of the employers or self-employed persons, do not create a risk to the safety or health of any person.

Owners of land or premises used as a workplace are required to take reasonable precautions to ensure that matters under their control do not create a risk to the safety or health of any person.

Duties of suppliers include ensuring, so far as is reasonably practicable, that any tool, equipment, machine, device, or chemical or biological substance provided for use at a workplace is safe when used in accordance with the instructions provided by the supplier, and conforms with the requirements of the Act and the regulations.

Workplace Safety and Health Program

Employers must establish a written safety and health program for each workplace where 20 or more of their workers are regularly employed. However, the Director of the Workplace Safety and Health Division may issue an order permitting an employer to establish a workplace safety and health program for more than one workplace or parts of more than one workplace.

Specific matters must be included in a workplace safety and health program, and an employer must design the program in consultation with the workplace safety and health committee or, if there is no committee, the worker safety and health representative for the workplace.

Duty to Provide Required Information

The *Act* requires information relating to workplace safety and health to be shared between prime contractors, contractors, owners, employers and self-employed persons.

Workplace Safety and Health Committees and Representatives

New duties for committees and representatives are specified. They include making recommendations to the employer or prime contractor about the safety and health of workers, inspecting the workplace at regular intervals and participating in investigations of accidents and dangerous occurrences at the workplace.

An employer (including a prime contractor) who receives written recommendations from a committee or representative identifying anything that may pose a danger to the safety or health of any person in a workplace under his/her control, must respond in writing to the committee or representative no later than 30 days after receiving the recommendations, unless the employer implements all the recommendations within that period. The response of an employer must contain a timetable for implementing the recommendations that he/she accepts, and give reasons why the employer disagrees with any recommendations and does not accept them. If no agreement can be reached regarding the response of an employer, the matter may be referred to a safety and health officer.

Upon request, the employer or prime contractor must disclose to the committee or representative information concerning the testing of any equipment, device, or chemical or biological substance used at a workplace as well as reports on workplace safety and health inspections, investigations, monitoring or audits.

The worker co-chair of a committee at a workplace or a committee member who represents workers, or a representative if one has been designated and is available, is involved in the resolution of a situation involving a right to refuse dangerous work.

Exemption from Regulation

After consulting with any parties he/she considers appropriate, the Director of the Workplace Safety and Health Division may issue a written order exempting a person or class of persons from any provision of a regulation to meet the special circumstances in a particular case. The Director may make such an order only if he/she is satisfied that no worker's health or safety is materially affected by the exemption. (Previously, the Director had the power to vary provisions or standards of codes of practice.)

Stop Work Orders

While a stop work order is in effect, any worker who is directly affected by the order is entitled to the same wages and benefits that he/she would have received had the stop work order not been issued, and the employer may reassign the worker to alternate work. If the employer provides satisfactory evidence that alternate work is not available, the Director of the Workplace Safety and Health Division may order that the obligation to continue paying the same wages and benefits does not apply for a specified period.

Discriminatory Action

The actions that constitute discriminatory actions under the *Act* are more clearly defined.

Safety and health officers appointed under the *Act* investigate and resolve discriminatory action complaints rather than the Manitoba Labour Board.

Appeal Process

The process for appealing orders or decisions of safety and health officers has been standardized. Decisions made by officers regarding improvement orders, stop work orders, discriminatory action, or the right to refuse dangerous work may be appealed to the Director of the Workplace Safety and Health Division. Decisions made by the Director may be appealed to the Manitoba Labour Board. A further appeal may only be made to the Court of Appeal on a question of law or jurisdiction and by leave of a judge of that Court.

Administrative Penalties and Additional Fines

The *Act* also includes a system of administrative penalties for non-compliance with improvement orders. A person who pays an administrative penalty (maximum \$5,000) for failure to comply with an improvement order cannot be charged with an offence respecting that failure, unless the failure continues after the penalty is paid. The *Act* requires the government to

use the amounts paid for the purpose of educating the public on matters relating to workplace safety and health.

When a person is convicted of an offence under the Act, the court may, having regard to the nature of the offence and the circumstances of the case, order the offender to pay to the Minister responsible for the administration of the legislation an amount that the government must use for the purpose of educating the public on matters relating to workplace safety and health. Such a penalty may be required in addition to any other penalty that may be imposed under the Act, but the combined amount cannot exceed the maximum penalty for which the offender could be liable.

Coming Into Force

These amendments to the *Workplace Safety and Health Act* came into force on August 9, 2002, except for the provisions dealing with administrative penalties, which took effect 90 days after that date.

Quebec: Regulation to amend the Regulation respecting labour standards; Gazetted August 28, 2002

The purpose of this Regulation, which came into force on October 1, 2002, is to increase the general minimum wage rate by 30 ¢ per hour, raising it from \$7.00 to \$7.30 per hour. The minimum wage rate for employees who generally receive gratuities is set to increase from \$6.25 to \$6.55 per hour and the weekly rate for housekeeping service workers living at their employer's residence will be brought from \$280 to \$292.

These increases are being carried out in two steps. An initial increase of 20 ¢ per hour took effect on October 1, 2002, with a second increase of 10 ¢ per hour scheduled for February 1, 2003. The minimum weekly salary for housekeeping service workers living at their employer's residence increased by \$8.00 on October 1, 2002, and will be raised by an additional \$4.00 on February 1, 2003.

In addition, an amendment to section 22 of the *Regulation respecting labour standards* now allows an employee to take a full maternity leave if she gives birth to a stillborn child after the start of the 20th week preceding the expected date of delivery. Previously, maternity leave normally had to end five weeks after a stillbirth.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Web site at:

<http://labour-travail.hrdc-drhc.gc.ca>

and click on "Canadian Labour Law Information."

READERS' CORNER

Michèle Auger, Fred Longley and Edward Popoff
Library and Information Management Services
Human Resources Development Canada



Learning

Adult Back to School Planner. Edmonton, Alta.: Government of Alberta,
Human Resources and Employment, 2002.
HRDC CA2 AL1 AC3 02A26

This planner will help an adult prepare for a return to school by providing practical information and advice on personal management, learning skills, and training and career options. It details in simple language how to make a short-term

action plan, challenges to anticipate, support that will be needed and how to get it. Other topics covered are time and stress management, problem-solving, and balancing personal and school

life. Selected Alberta government Web sites and publications are recommended for information on education and training options, career planning, and budgeting for school.

Billett, Stephen. Learning in the Workplace: Strategies for Effective Practice.
Crows Nest, N.S.W.: Allen & Unwin, 2001.
HRDC HD5715 B54

This guide is designed to help human resource practitioners in organizations of all sizes get the most out of on-the-job learning. Drawing from research on learning in a wide variety of workplaces in various countries, the author

analyses the strengths and limitations of workplaces as learning environments. He then advances a model of workplace curriculum, examining guidance available directly and indirectly from other workers which augments

that provided freely within the workplace. The role of the enterprise in supplementing everyday workplace learning through organized training is also presented.

Broadbent, Brooke. ABCs of E-learning: Reaping the Benefits and Avoiding the Pitfalls.
Alexandria, Va.: ASTD; San Francisco, Calif.: Jossey-Bass/Pfeiffer, c2002.
HRDC LB1044.87 B76

ABCs of E-learning is a guide to finding the right e-learning approach for individuals and organizations. It introduces e-learning terms and concepts and summarizes the design, delivery and

evaluation challenges in implementing e-learning in an organization. Broadbent discusses how to use the four basic types of e-learning: leader-led, self-paced, performance support tools, and informal learn-

ing. He provides background information needed to resolve a wide variety of e-learning problems. Step-by-step procedures are accompanied by checklists, practical tips and exercises.

Marks-Beale, Abby. **Success Skills: Strategies for Study and Lifelong Learning.**
2nd ed. Cincinnati, Ohio: South Western: Thomson Learning, c2002.
HRDC LB1049 M37 2002

Success Skills focuses on the key areas vital to lifelong learning: learning by doing; concentration and note-taking; mastering tests;

using your critical and creative mind; and research and writing. The author provides extensive self-assessment, critical thinking and

review activities. With its school-to-work focus, this text will be useful to both the academic and corporate learner.

Murray, Debbie A. **E-learning for the Workplace: Creating Canada's Lifelong Learners.**
Ottawa: Conference Board of Canada, c2001. On Internet:
<http://www.conferenceboard.ca/education/pdf/e-learning_for_the_workplace.pdf>.
HRDC CA1 MPY221a 01E48

This report presents the results of a Conference Board of Canada study on the use of e-learning in the workplace. Despite challenges of cost, lack of time and content issues, e-learning is gaining in

popularity among employers and employees due to its many advantages. The report examines the factors in the success of this new mode of learning and the barriers to be overcome in disseminating it

further in the Canadian workplace. A glossary of terms and a toolkit for the development of an online learning strategy are included.

Rosenberg, Marc Jeffrey. **E-learning: Strategies for Delivering Knowledge in the Digital Age.** New York: McGraw-Hill, c2001.
HRDC LB1044.87 R68

Writing for professionals in workplace learning, Rosenberg explains the strategic, organizational and technology issues in developing organization-wide online learning.

He discusses the application of knowledge management and how e-learning will change the nature of training organizations. The accomplishments in e-learning of several

major corporations are examined. Focusing on both "why" and "how", this practical guide shows how to make e-learning a part of work culture.

Rylatt, Alastair. **Learning Unlimited: Transforming Learning in the Workplace.**
2nd ed. London: Kogan Page, 2001.
HD58.82 R94 2001

Beginning with a critical and comprehensive explanation of the "learning organization" and "workplace learning", the author goes on to provide

detailed implementation strategies for workplace learning transformation in all types of organizations. A tool kit of practical exercises

helps readers to identify the needs of their organization and construct an action plan to create a learning environment.

Schank, Roger C. **Designing World-Class E-learning: How IBM, GE, Harvard Business School and Columbia University Are Succeeding at E-learning.**
New York; Toronto: McGraw-Hill, c2002.
HRDC HF5549.5 T7 S32

Based on its core message that the best e-learning programs teach skills through simulations and role-playing scenarios, this book explains a "learning by doing" approach used to develop successful online courses for leading organizations. The author examines

the known components of effective training and then explores how they can be enhanced through technology. This e-learning approach is designed to encourage employees to want to learn and to learn from failures in the virtual work environ-

ment, and to decrease training costs while increasing productivity. Step-by-step procedures are provided for designing, implementing and assessing Web-based training, using examples from successful programs.

Working to Learn: Transforming Learning in the Workplace.

Edited by Karen Evans, Phil Hodgkinson, Lorna Unwin. London: Kogan Page, 2002.
HRDC HF5549.5 T7 W69

The workplace has become a crucially important site for access to learning. The contributions in this book, by policy makers and practitioners in a variety of disciplines, examine transformations in the

nature of work that affect learning and skills requirements, and how these needs can be met. Implications for change in management practice, employment regulation, and accreditation of learning are

discussed. While many of the chapters focus on British thought and practice in workplace learning, international comparisons provide a wider base for drawing lessons from current experimentation.

NOTES

1. *For other available references in French language only, see the French version of the Workplace Gazette / Gazette du travail.*
2. *Human Resources Development Canada employees can borrow these items from the Departmental Library. Others can borrow them through their own library.*

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YESTERDAY AND TODAY

Collective Agreement Expiry and Settlement Month

Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Fifty Years Ago...

A first analysis of termination months of collective agreements in Canadian industry was undertaken. In 1952, four months, March, April, August and December represented close to one half of all employees covered and roughly the same proportion of agreements terminating in that year. During these months, agreements, many of them covering large groups of workers, were in such industries as pulp and paper, manufacturing and construction, railway and telegraph.

Although there was no marked seasonal concentration of collective bargaining for all industries, some definite patterns exist for individual industries. In some industries, bargaining tended to precede the busiest season of the year. Typical of these industries were: construction, fishing, meat packing, fur products, fruit and vegetable products and fish products. In other industries, the termination date now in effect was influenced by the course of events during previous negotiations. In some cases bargaining continues after the termination month of old contracts and the new contract may have been given the date on which agreement was finally reached.

Today...

Over the last three years, the termination months of collective agreements in Canadian industry are concentrated during the months of March, April, June, August and December. These months combined, each representing between 15 and 20 per cent of agreements, represent an average of three quarters of agreements and roughly the same proportion of employees covered. By contrast, other months each represent less than 5.0 per cent of agreements and employees. The industry sectors covered during these months include education, health and social services, manufacturing, public administration, transportation, and construction.

Settlement month patterns offer greater change by year than termination months. For example, in the year 2000, settlements were concentrated during the months of February, March, May and December while in the year 2001, settlements were concentrated in the month of June (with 18.2 per cent) followed by May and July with approximately 10 per cent of agreements. The year 2002 has seen a high concentration of settlements during the month of April (19.5 per cent of agreements) followed by May, June and July with between 15 and 11 per cent of agreements.

More detailed analysis of both termination and settlement months for the year 2000, 2001 and year to date 2002 is provided in an article on pages 56 to 59.



INFORMATION PRODUCTS AND CLIENT SERVICES

Client Services

The Workplace Information Directorate is your source for up-to-date, customized information on industrial relations and collective bargaining in Canada.

By meeting your specific research needs, we can assist you in preparing for the resolution of issues at the bargaining table. We can also help you keep abreast of developments in the industrial relations field through our information service and publications. Our resources are used by negotiators, researchers, economists, consultants, journalists, teachers and many others.

Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. **Subscription:** Canada, 1-yr: \$220 or 2-yr: \$400 plus 7% GST; other countries, U.S. 1-yr: \$220 or 2-yr: \$400. (Available by e-mail, mail or fax).

Negotech

A searchable labour relations database providing timely information on the key aspects (settlement reports and full collective agreement contract language) of collective bargaining in Canada. Access via the Internet. Available free as an added value to subscribers of our publications.

Visit our Web Site for information on work stoppages, labour organizations in Canada, a calendar of collective agreement expiries and reopeners, articles and case studies published in the Workplace Gazette, information on innovative workplace practices and a selection of recent changes in Canadian labour laws.

For further information, contact the Workplace Information Directorate:

Workplace Gazette

A quarterly publication providing data on wage adjustments from major collective bargaining settlements in Canada by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; a chronological perspective on work stoppages; and, information on innovative workplace practices resulting from collective bargaining. It also features articles and case studies on pertinent industrial relations matters. **Subscription:** Canada, 1-yr: \$140 or 2-yr: \$250 plus 7% GST; other countries, U.S. 1-yr: \$140 or 2-yr: \$250. (Available by mail only).

Collective Bargaining Bulletin

A monthly publication containing timely information based on recently signed major collective agreements in Canada. The publication focuses on summaries of changes to wages and benefits in selected settlements, the status of key negotiations as well as data on work stoppages. Also included is a list containing major settlement reports currently available on the Negotech database. **Subscription:** Canada, 1-yr: \$65 or 2-yr: \$110 plus 7% GST; other countries, U.S. 1-yr: \$65 or 2-yr: \$110. (Available by e-mail and mail).



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